



**PORT of
SAN DIEGO**
Waterfront of Opportunity

2019 AAPA COMMUNICATIONS AWARDS PROGRAM

Classification: 15. Websites

Port Category: 3

Submission: New Website: Port of San Diego

Submitted May 2019

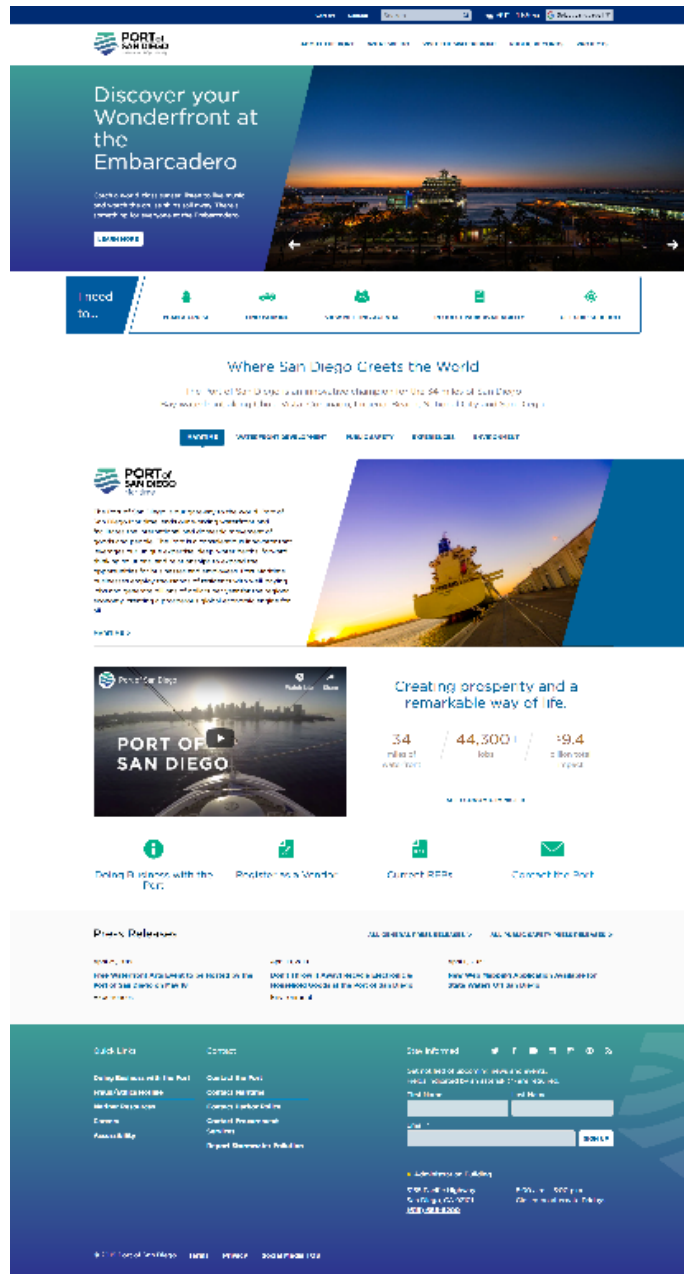
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In a concerted effort to better tell the Port of San Diego's story to the world, the Port launched a new brand on May 1, 2017, complete with new logo, tagline, five sub-brands, a brand promise, and comprehensive brand messaging platform. However, one key distribution channel, our website, was simply reskinned for the brand launch – a cosmetic fix. In April of 2018, approximately one year later, we followed the brand launch with a completely redesigned website.

The new site not only aligns with the new brand design guidelines, but was also completely rebuilt on a new platform, has an entirely new structure, contains reorganized and rewritten content and an entirely new user-focused navigation system. The new website has now been in operation for one year with terrific results.



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

The Port's previous website had not been overhauled since its inception in 2002, the agency's first foray into hosting a site on the internet. Through the years, the site had been patched, built upon, pieced together and worked around without a clear site map or structure making the process of inventorying, organizing, and migrating content particularly challenging.

Through the years, the agency received a multitude of customer complaints regarding the inadequacy of the site in the form of logged phone calls and emails to our customer service line from frustrated visitors unable to find information. This anecdotal research actually provided a level of opportunity in that it provided a good base level of understanding of what our audience was looking for and consistently not finding.

In order to gain support for a full redesign of the site, rather than settling for a reskin, Marketing & Communication staff created a rationale and recommendation sheet in support of having a new vendor come on board. The recommendation sheet helped make the case for why a new website needed to be a high-priority project for the whole organization, and eventually, helped make it a strategic priority project with both board and executive support, providing the funding and resources needed to get the project done right.

	Rationale	Recommendation
Design:		
Overall design capabilities:	The level of sophistication and ability to meet our needs/ aspirations for the design of the site falls below expectations.	A vendor with sophisticated, modern design options to appropriately show off the Port of San Diego and everything it offers. Designers should be able to provide innovative design options after performing a needs-analysis with key staff. Strong, innovative design should be a core component when selecting a new vendor.
Streamlining styles:	Outdated interface is clunky, making the margin for error higher than it should be when applying styles, fonts and placement.	An editing tool that includes a complete suite of styles is essential, including drag-and-drop design tools that can incorporate images, videos, etc.
Functionality:		
Widget Variety (i.e. drop down menus, accordions, hover expansions, slideshows, video, and other content organization and usability features)	<p>Widget ad-ons after go live must still be created by the vendor vs. internal staff = delays in new functionality + additional cost.</p> <p>Basic design of slideshows, video display, menus are not sophisticated enough for an agency our size.</p>	<p>Search for vendor with complete array of widget options.</p> <p>Select vendor we can grow into the future with - an interface which provides a suite of options for interactive services and comprehensive solutions for payment gateways, surveys, reservations, etc.</p>
Comprehensive Interactive Solutions (i.e. payment gateway, online forms, survey tools)	A proprietary CMS leaves us without the ability to integrate with additional systems.	Goal is to find vendor that offers expansion opportunities to limit need for additional vendors, and eliminate duplication of efforts caused by transferring information between systems.
User Experience	Clumsy; not intuitive. Users cannot find what they need easily.	Search for a vendor who can create an intuitive design and navigation to streamline the user experience.
Final Product	Current site doesn't offer enough functionality.	Goal is to bring functionality current with market offerings.
Time & Resources		
Timeline	Current Estimate: Reskin 2-3 Weeks	After Contract Finalization: Up to 6 months for RFP process + 4-6 months development and design
Staff Resources	Limited functionality will increase long-term cost of staff resources - i.e. staff will be required to post same content on multiple platforms because system does not have automated push capability.	With a new multi-media specialist team in place, we will move forward with a new design and implementation strategy that will fast-track the website conversion process utilizing key architecture/content work that has already been completed.
Re-skin of Current Live Site/Bridging the Gap	A re-skin of the current live site will need to be done regardless in order to coincide with the new brand launch.	We'll work with our existing contractor, to re-skin the site and give it a new look and feel.

Overall Recommendations:

Short-Term	Re-skin of the current site to coincide with new brand using new logo, colors and theme while simultaneously beginning search process to hire new vendor, continue content preparation
Mid-Term	Launch new site with improved design/functionality and CMS we're proud of, designed to save staff resources
Long-Term	Integrate interactive and third-party capabilities into the site, creating a gateway for reservations, payments, searchable databases, surveys, online TAP applications, feedback forums, etc.

II. Supporting our Mission & Business Operations

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

The new website needed to be a main point of distribution for our new brand, delivering our mission, vision, and brand promise directly to our audience with the ease of a few clicks. We began the content organization process by keeping these statements, as well as our new brand and five sub-brands, as primary focal points.

Vision Statement: We are an innovative, global seaport courageously supporting commerce, community, and the environment.

Mission Statement: The Port of San Diego will protect the Tidelands Trust resources by providing economic vitality and community benefit through a balanced approach to maritime industry, tourism, water and land recreation, environmental stewardship and public safety

Brand Promise: Enrich the relationship people and businesses have with the dynamic waterfront of San Diego Bay, providing prosperity and a more remarkable way of life.

Brand Foundation: The Port of San Diego is where San Diego greets the world. On behalf of the State of California, Port of San Diego is an innovative champion for the 34 miles of San Diego Bay waterfront along Chula Vista, Coronado, Imperial Beach, National City and San Diego.

The Port 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, creating prosperity and a remarkable way of life for all.

As a specially created district, the Port is responsible for providing public access to San Diego Bay. The new website helps us ensure this is a public process and that the entire community can be engaged in every aspect of Port's public opportunities. Easy to find, up to date information is made available to the public from the planning and decision-making stage, to the visiting and enjoyment of the waterfront activities all in support of our overarching mission.

III. Planning & Programming Components

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

Objectives:

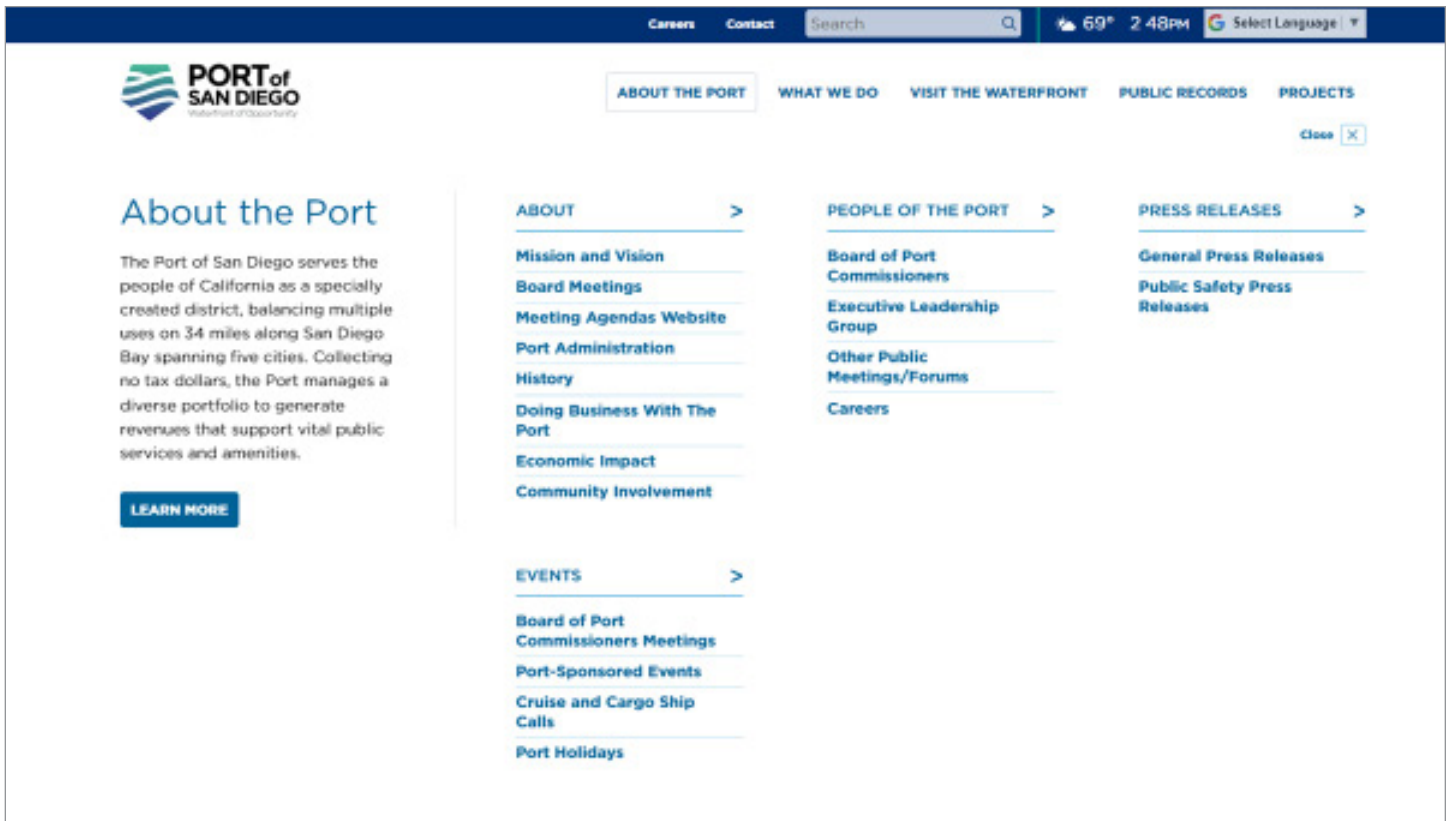
- Consolidate all Port websites (seven microsites and one main organization site) and redesign site
- Increase user-friendliness so that site becomes key marketing and communication tool
- Redesign site's organization flow and improve site navigation
- Boost mobile capabilities
- Increase efficiency in finding information and/or exploring site
- Simplify site's administrative functions
- Decrease duplication of information

The research began years in advance with customer feedback – logged phone calls and emails to our customer service line, frustrated visitors unable to find information. Additionally, during our brand development process, we conducted a comprehensive brand survey, including quantitative and qualitative components, which helped us define exactly how the world perceived our organization and what they were looking for from the Port.

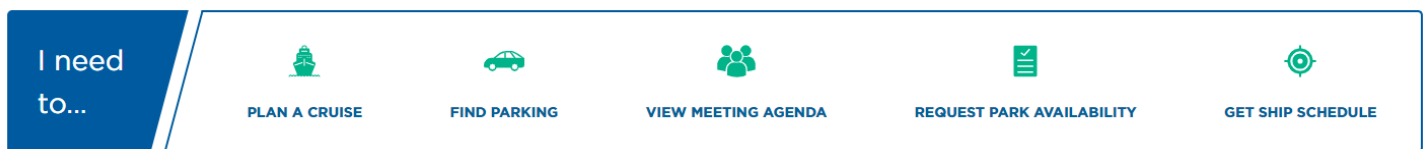
In order to move the website project forward, we issued a request for proposals (RFP) and selected a development partner, FreshForm. The first step was to identify our target audience. FreshForm conducted different levels of stakeholder interviews to help us understand the different information pathways for our audiences or primary user journeys. Defining five distinct audience segments helped us understand how users needed to interact with the site:

- Visitors to San Diego Bay
- Business partners and tenants
- Neighboring city governments
- State of California
- Port employees

Developing a single navigation tool to encompass such a broad spectrum of audience needs and information pathways was a particularly big hurdle. The consultant used a variety of design methods including informational interviews, focus groups, user observation sessions, experience workshops, persona development and journey mapping to research audience needs, distill themes, identify insights, and leverage opportunities to transform the Port's website into an experience that satisfied user needs and supported key organizational goals. They then provided three navigation options and the in-house team opted to meld two together for the final menu that allows both businesses and visitors to find the information they seek quickly and explore new opportunities.



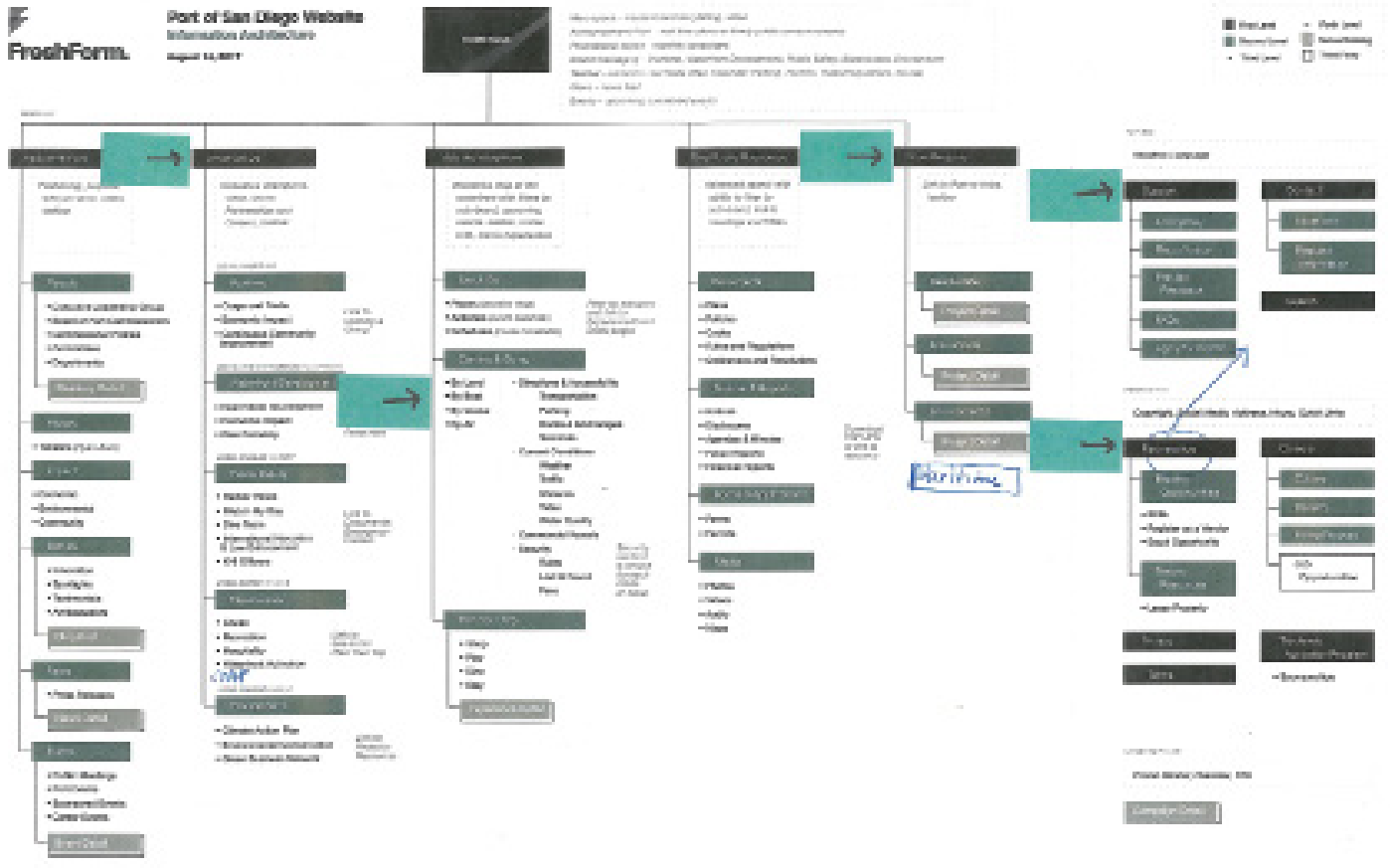
In addition to the redesigned navigation, different tools and cues were added to page designs to help specific audiences. For example: previously, press releases were not dated they simply moved lower on the page making it difficult for media to discern how relevant a particular topic might be. The new site keeps the date with the release and sunsets the release after one year. Additionally, relevant task bars and call-outs help provide common next steps based on user journeys customized to each page, i.e. from the “Plan Your Cruise” page you can easily jump to “Navigating the Terminals,” “Long-Term Cruise Parking,” or “Nearby Hotels & Attractions” pages. Whereas from the “Cargo & Trade” page you can easily choose to “Get Berth Request,” “View Cargo Service Providers” or “See Marine Traffic.”



IV. Action Plan & Outputs

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

The new customer interface no longer divides information by department, but rather groups information by purpose similar to the brand messaging platform. This means every page of the previous site had to be evaluated not only for where it should go, but for alignment of message and tone. During the content migration process, the team rewrote, condensed and/or eliminated a vast amount of content, reducing the number of documents from an astounding 9,000 down to only 1,200. Only then was the newly written content migrated into a back-end content gathering system.



Additionally, all new assets were created for the site. A small in-house team designed all graphics, provided all new photography, all iconography and a visual task bar in line with our new brand.

Once the site was ready to go live, the team opted for a soft launch strategy in late April 2018. The soft launch approach allowed the site to go live and test organic traffic for one week in advance of a triple hit of three major campaigns driving traffic to the site at once. A major tourism campaign – “Discover Your Wonderfront” – had a major promotional wave driving traffic to the site throughout May and June of 2018; our annual “Maritime Month” campaign ran in May 2018 driving additional traffic to a separate part of the site; and finally, a third campaign “Great Outdoors Month” ran in June 2018 promoting waterfront parks and recreation and driving even more website traffic. This strategy allowed us to drive an unprecedented amount of traffic to the site in a short amount of time and ensure all visitors were able to experience the new site without specifically calling attention to the fact that it was a new site.

Driving Traffic

The new site allows us to be much more strategic about how we drive traffic for special events during promotional campaigns, using specific landing pages already within the site under each sub-brand. For example, all environmental events such as Earth Week, Bike to Work Day and Bay Clean-Ups can be listed on the environment landing page, allowing us to promote specific user-friendly urls for each campaign, but drive traffic to the same place without creating new pages each time. This allows us to feature the promoted content, use digital advertising to drive traffic and then encourage users to explore other similar messaging. This dynamic content can be changed at any time with a variety of modules that allow us to feature slideshows, videos, events, tabbed content and other display options.

Optimizing

Additionally, the team integrates tracking links into each promotional campaign to analyze where site traffic is arriving from. This allows us to compare campaign traffic with organic traffic, and compare media partners against each other, as well as social media vs. paid media, different types of creative, etc. By utilizing tracking links, Google analytics, heat maps, and journey maps, we are able to track the user experience and optimize both our campaigns and the website experience for our audience.

V. Outcomes & Evaluation

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

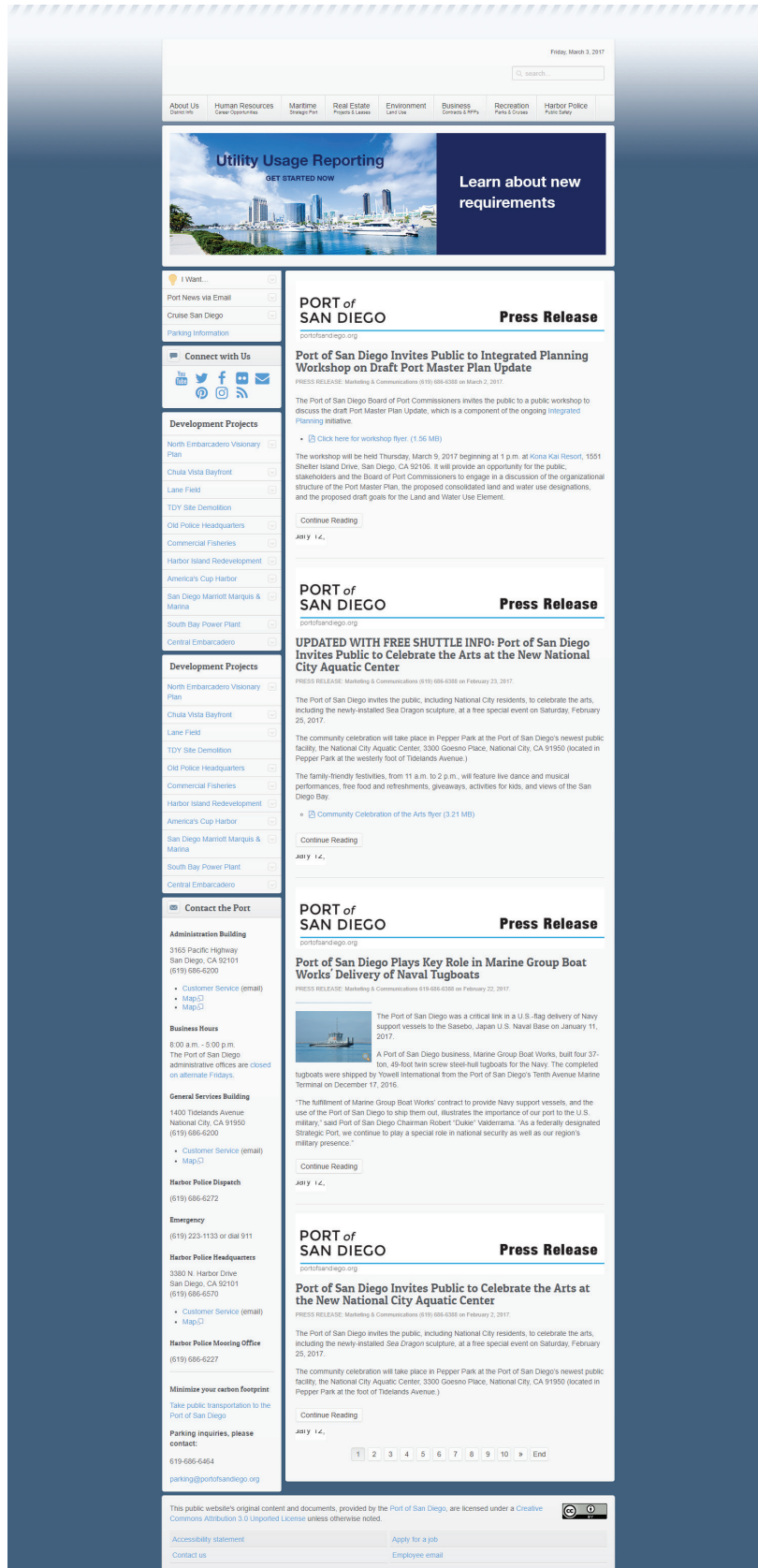
Some of the objectives we set out to achieve such as combining multiple microsites into one master site and ensuring the Port's website became our primary marketing and communications tool meant we should expect to see an increased amount of website traffic. Analysis shows we have been successful in this effort: the overall site traffic has increased by an average of 12% monthly, or a total of over 147,000 more year-over-year pageviews since launch. In 2018, the website had a grand total of 1.06 million pageviews.

Additionally, we set out to ensure we were meeting the needs of our audience by making it easy for them to find the information they need quickly and efficiently. The time spent on page has been reduced from an average of one minute and fifty-four seconds per session to one minute and twenty-eight seconds per session indicating users are still interested and engaged, but are better able to navigate to what they need, which is crucial in today's fast paced digital world.

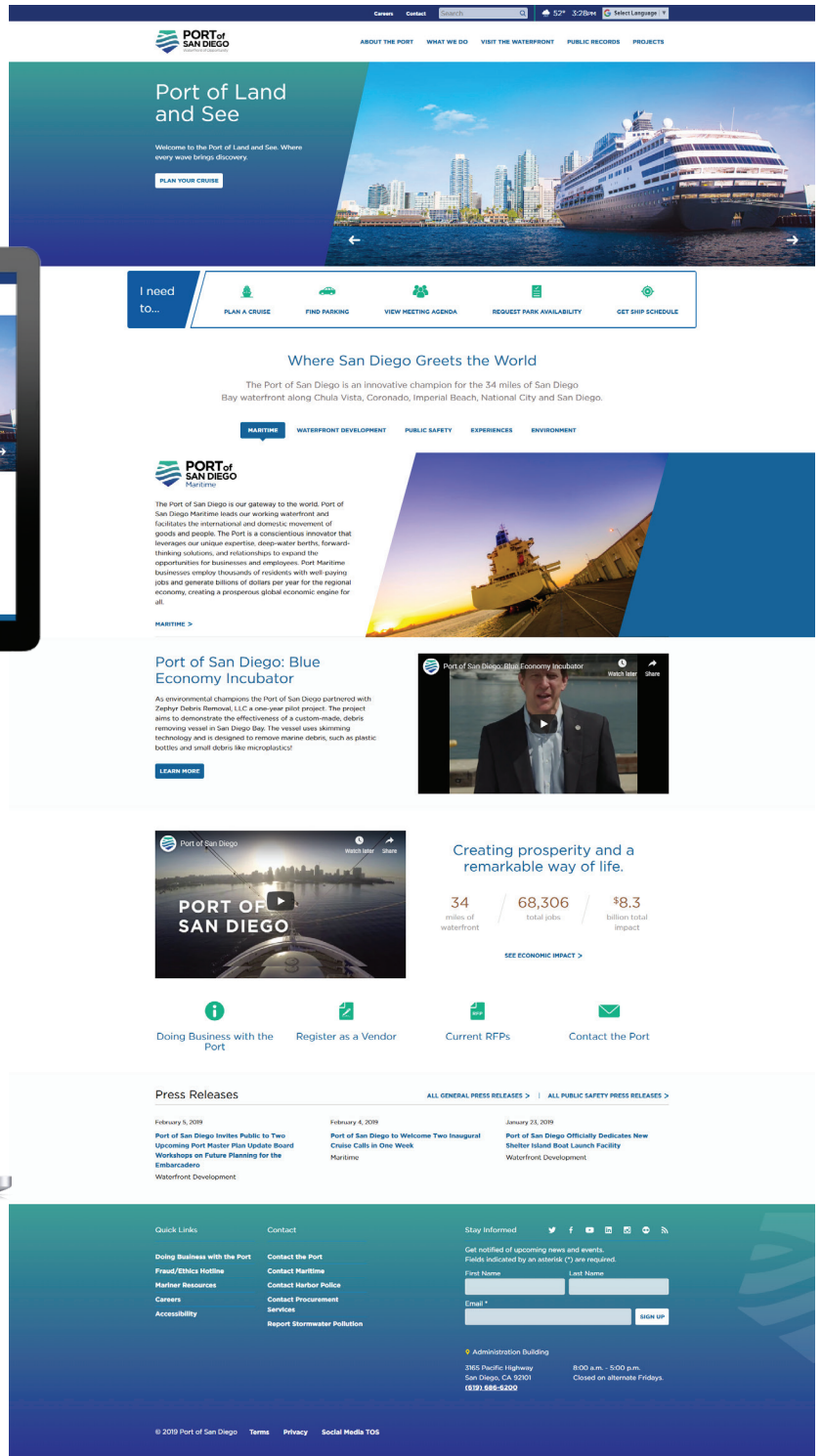
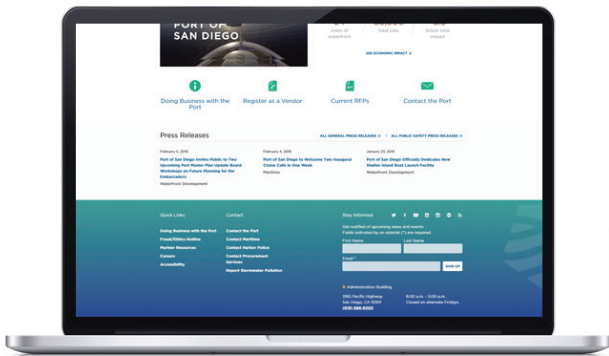
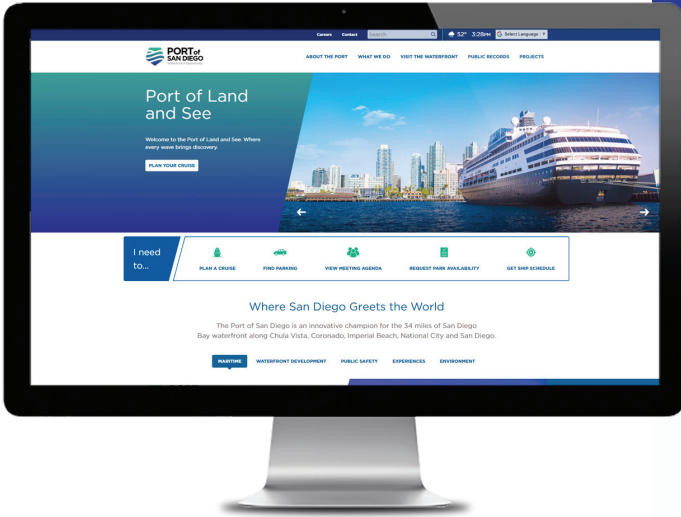
The new site also allows us to gather valuable feedback from our users about what is working and what is not. For example, "Find Parking" and "Find Ship Schedule" are both in the primary task bar, however, they both regularly show up in the primary search results anyway. "Internships" tends to show up in the top search results every January - which gives us the opportunity to add it to the task bar during this time period each year. By following user journeys, we can continually optimize the site and continue to be responsive to our community.

The most rewarding result is the positive anecdotal feedback we receive from employees, tenants and the public. Users who comment how much easier it is to find what they need, how much they appreciate the new site, and how proud they are to share it - this is the ultimate reward for public service.

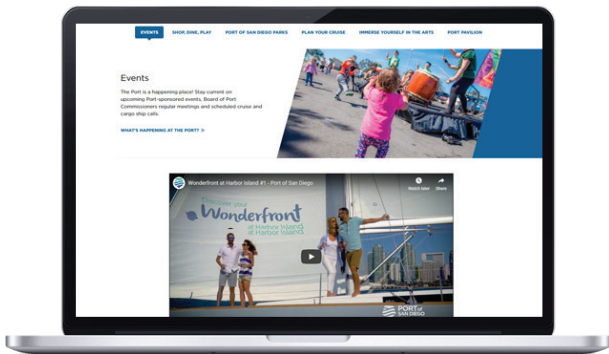
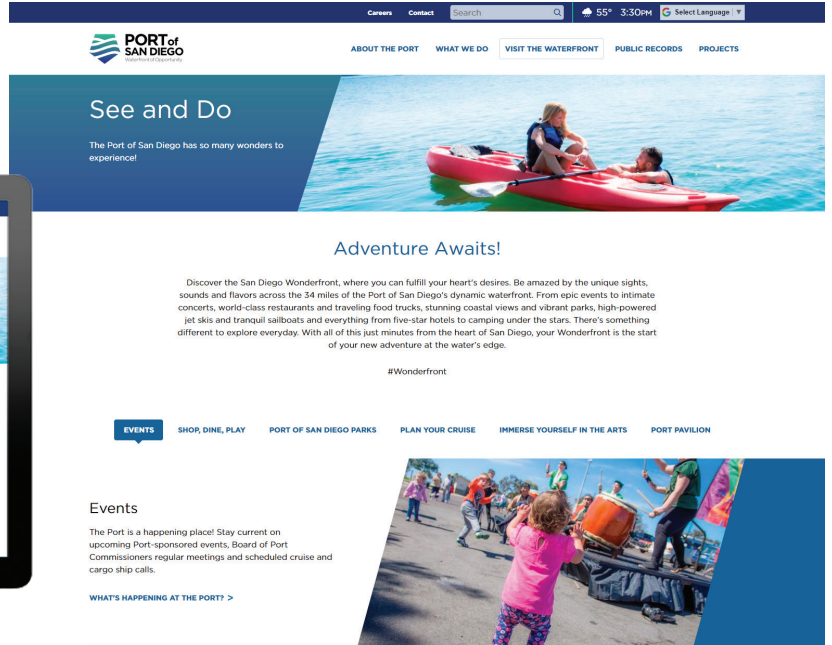
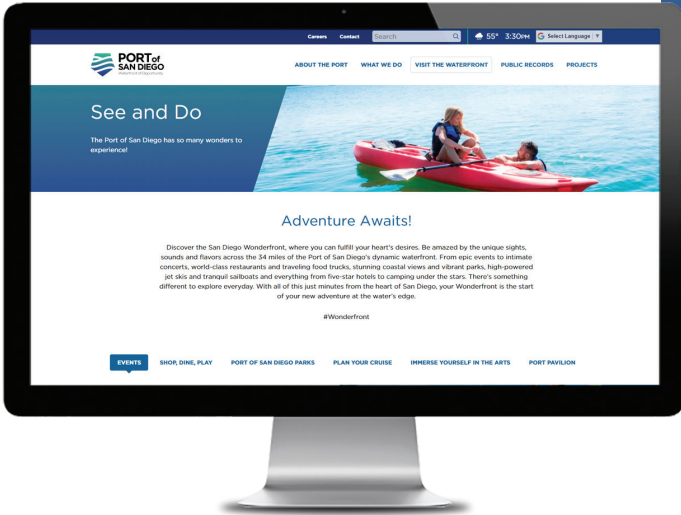
VI. Appendix: OLD PORT WEBSITE



VI. Appendix: NEW PORT WEBSITE



VI. Appendix: NEW PORT RECREATION PAGE



- 
Parking and Transportation
- 
Port Parks
- 
View Events
- 
Wonderfront

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- Doing Business with the Port
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United Port of San Diego

Thursday, March 2, 2017

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- RFI & Contract News

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- Crisis Information

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San Diego Embarcadero Visionary Plan

Development Projects

- North Embarcadero Visionary Plan
- Chula Vista Bayfront**
- Overview
- Surficial Cultural and Design Committee
- Environmental Impact Report
- Overview
- History
- Citizens Advisory Committee
- Public Comments
- Wildlife Advisory Group
- Email Updates

Lane Field

- TDV Site Demolition
- Old Police Headquarters
- Commercial Fisheries
- Harbor Island Redevelopment
- America's Cup Harbor
- San Diego Marriott Marquis & Marina
- South Bay Power Plant
- Central Embarcadero

Port Planning Projects

- Integrated Planning
- National City Bayfront
- North Embarcadero Port Master Plan Amendment
- Capital Improvement Program
- Port 25

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- Customer Service (email)
- Map/C

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National City, CA 91960
(619) 686-6200

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Harbor Police Dispatch
(619) 686-6272

Emergency
(619) 223-1133 or dial 911


Harbor Police Headquarters
3380 N. Harbor Drive
San Diego, CA 92101
(619) 686-6270

- Customer Service (email)
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Harbor Police Mousing Office
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Chula Vista Bayfront

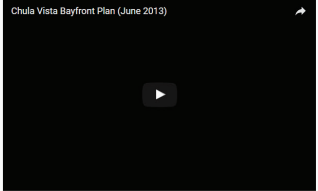
Home > Chula Vista Bayfront

Chula Vista Bayfront

Welcome to the Chula Vista Bayfront web page. The master plan envisions a world-class destination on the Chula Vista Bayfront – a unique place for people to live, work and play. This section provides information on the CVBMP, a cooperative public/private planning effort of the Port of San Diego, the City of Chula Vista and Pacifica Companies. The Port, City and Pacifica appreciate your interest and encourage your participation in the CVBMP process. Please check this web page regularly for updates. If you have any questions, feel free to contact us at CVBMP@portofsan-diego.org.

- Overview
- Public Comments
- History
- Bayfront Cultural and Design Committee
- Environmental Impact Report
- Documents
- Citizens Advisory Committee
- Wildlife Advisory Group
- Fact Sheet (PDF 43)
- Email Updates

Chula Vista Bayfront Plan (June 2013)




Watch Video in New Window

PORT of SAN DIEGO **Press Release**

[portofsan-diego.org](#)

Port Issues Request for Proposals for Development of Destination RV Park for Chula Vista Bayfront PR17

on October 26, 2016



The Port of San Diego staff issued a Request for Proposals on October 24, 2016 for development of a first-class Destination Recreational Vehicle (RV) Park on the Chula Vista Bayfront.

The Board of Port Commissioners authorized the solicitation as part of ongoing efforts to advance the Chula Vista Bayfront Master Plan. Responses are due December 15, 2016.

The Request for Proposals is available on [PlanHub](#).

[Continue Reading](#)

Chula Vista Bayfront RV Park PR17

on November 16, 2016

Create a Destination RV Park Experience

19 acre site available for a RV park development


The Chula Vista Bayfront is located at the South end of San Diego Bay and represents the largest waterfront development on the west coast. The Chula Vista Bayfront Master Plan encompasses 500 acres of industrial bayfront landscape are being transformed into a thriving destination, complete with resort hotels, a convention center, shopping, dining, residential.

This 19 acre parcel is available for innovative developers, consultant, operators and/or managers to create a destination RV experience as amazing as the panoramic views visitors will enjoy.

[Continue Reading](#)

Port of San Diego Announces Completion of Land Exchange with Pacifica and the California State Lands Commission PR17

on February 28, 2016



In a step forward for redeveloping the Chula Vista Bayfront, North C.V. Waterfront L.P., also known as Pacifica, the California State Lands Commission, and the Port of San Diego have closed escrow on a land exchange. Escrow closed on February 10, 2016. The Port exchanged approximately 35 acres located within the Harbor District of the Chula Vista Bayfront, east of the marina for approximately 87 acres, located within the environmentally sensitive Sweetwater District of the Chula Vista Bayfront.

The land exchange is part of the ongoing redevelopment of the Chula Vista Bayfront, gradually replacing former industrial sites with new development providing a balance of jobs, environmental buffers, housing and recreation.

[Continue Reading](#)

More Articles ...

- Natural Resources Management Plan
- Monument for Former Site of South Bay Power Plant Unveiled
- Board Takes Momentous Step for Chula Vista Bayfront with REDA Development Corporation

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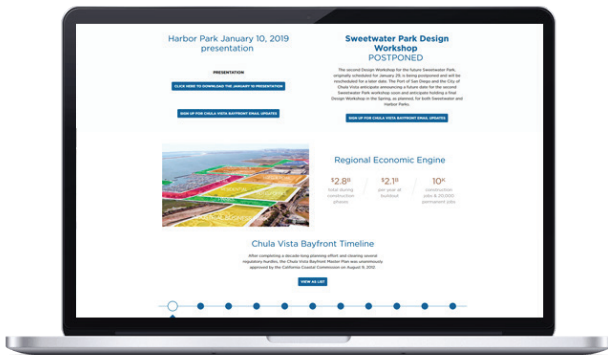
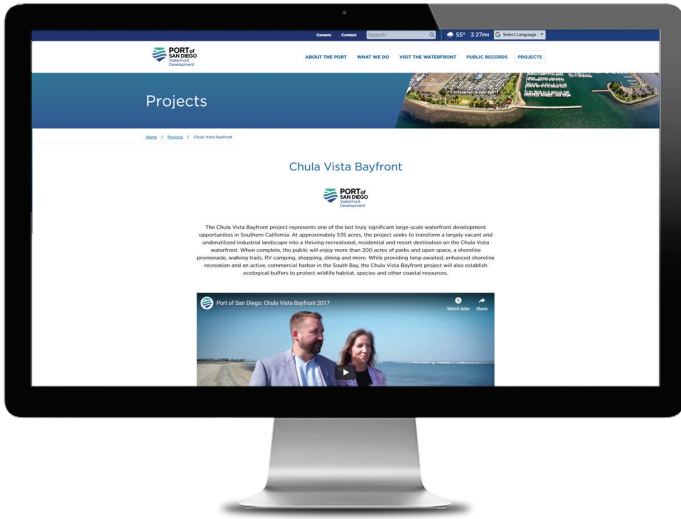
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2019 AAPA COMMUNICATIONS AWARDS PROGRAM | Classification: 15. Websites | Port Category: 3
Submission: New Website: Port of San Diego

15

VI. Appendix: NEW PORT DEVELOPMENT PAGE



Chula Vista Bayfront

The Chula Vista Bayfront project represents one of the last truly significant large-scale waterfront development opportunities in Southern California. At approximately 100 acres, the project seeks to transform a largely vacant and underutilized waterfront area into a thriving retail and recreational and transit destination on the Chula Vista waterfront. When complete, the park will have more than 200 acres of parks and open space, a diverse promenade, walking trails, RV camping, shooting ranges and more. Being providing life-enriched, recreational, entertainment and an active, commercial harbor in the South Bay, the Chula Vista Bayfront project will also establish ecological buffers to protect wildlife habitat, species and other coastal resources.



Chula Vista Bayfront Parks Outreach

Harbor Park and Sweetwater Park

Currently, the Harbor Harbor and Sweetwater Parks will receive less than half of the new park space planned for the Chula Vista Bayfront project. The Port of San Diego is seeking community input on how to best use the remaining park space and continue to help shape the future of the Chula Vista Bayfront.

Which park will be selected, they will be ultimately determined and offer the community a full spectrum of ideas to engage with the waterfront. The park will be developed in a series of phases and will be developed in a series of phases. The park will be developed in a series of phases and will be developed in a series of phases.

Harbor Park January 10, 2019 presentation

VIEW ALL INFORMATION ON PRESENTATION | REGISTER HERE

VIEW OF PORT OF SAN DIEGO BAYFRONT DEVELOPMENT

Sweetwater Park Design Workshop POSTPONED

VIEW OF PORT OF SAN DIEGO BAYFRONT DEVELOPMENT



Chula Vista Bayfront Timeline



Frequently Asked Questions

- What is the Chula Vista Bayfront Project?
- What projects are underway for the Chula Vista Bayfront?
- What are the Chula Vista Bayfront project's objectives?



Documents

Chula Vista Bayfront Waterfront Development Brochure	Download
Chula Vista Bayfront Master Plan Final Report	Download
Final Environmental Impact Report (EIR) for the Chula Vista Bayfront Master Plan and Port Master Plan Assessment Volume 1-I	Download
Final Environmental Impact Report (EIR) for the Chula Vista Bayfront Master Plan and Port Master Plan Assessment Volume 2-I	Download
Final Environmental Impact Report (EIR) for the Chula Vista Bayfront Master Plan and Port Master Plan Assessment Volume 3-I	Download
Appendix to the Final Environmental Impact Report for the Chula Vista Bayfront Master Plan and Port Master Plan Assessment	Download
Chula Vista Bayfront Master Plan Final EIR	Download
Mission Planning and Report Program for the Chula Vista Bayfront Master Plan - May 2010	Download
Chula Vista Bayfront Master Plan Natural Resource Management Plan	Download
Chula Vista Bayfront Master Plan Public Access Program (August 2012)	Download

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VI. Appendix: OLD PORT CARGO PAGE


Friday, March 2, 2018

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Maritime Inquiries

maritimeinfo@portofsandiego.org

Maritime Operations

687 Switzer Street
San Diego, CA 92101
Phone: (619) 686-8111
FAX: (619) 686-8055

Maritime Trade

645 Switzer Street
San Diego, CA 92101
Phone: (619) 686-6300
FAX: (619) 686-7286

Tenth Ave Marine Terminal

623 Switzer Street
San Diego, CA 92101
Phone: (619) 686-6346
FAX: (619) 686-6354

Tenth Ave Marine Terminal Main Entrance

1790 Water Street
San Diego, CA 92101

Cruise Ship Terminal

1140 N. Harbor Drive
San Diego, CA 92101
Phone: (619) 683-8966
FAX: (619) 683-8968

National City Terminal

1400 W. Bay Marina Dr.
National City 91950
Phone: (619) 683-8963
FAX: (619) 683-8964

US Customs and Border Protection

(619) 685-4300
610 West Ash St. #1005
San Diego, CA 92101
[CBP web site](#)


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Take public transportation to the Port of San Diego

Home > Maritime > Cargo Business Opportunities

Some Shippers Just Can't Contain Themselves

THE SPECIAL ADVANTAGE



Cargo Business Opportunities Print

The Port of San Diego is the nation's specialty cargo gateway to the Pacific, situated in the natural, deep-water harbor of San Diego Bay.

Two cargo terminals, the 96-acre Tenth Avenue Marine Terminal, and the 135-acre National City Marine Terminal, boast a long list of advantages for specialty cargo shippers with unique needs:

- strategic location
- commercial accessibility
- year-round ideal climate
- easy access to regional freeways
- on-dock Class I rail service
- unparalleled expertise in moving specialty cargo

BREAKBULK

REFRIGERATED CONTAINERS

BULK COMMODITIES

The Port of San Diego processes primarily specialty cargo that does not fit in standardized containers. That cargo includes:

- **Breakbulk** – high, wide and heavy cargo that is shipped without containers or packaging including windmill parts, military equipment, vehicles, transformers, generators, and lumber requiring open space for greater flexibility. Capability to handle breakbulk pieces in excess of 300 metric tons.
- **Refrigerated Cargo** – specialized containers for fresh produce and other perishables requiring temperature-controlled storage.
- **Bulk commodities** – such as cement, soda ash, and other unpackaged, free-flowing, dry aggregate or liquid bulk commodities requiring specialized transport and storage facilities.


Sorry, the Wayback Machine does not have this video (M12629uEcyg) archived/indexed.

Resources:

[Download Tariff Info \(1.06 MB\)](#)

Contact us today for details on how our team can move your specialty cargo from ship to ground to market much faster. maritimeinfo@portofsandiego.org | (619) 686-6300

PORT of SAN DIEGO THE Special ADVANTAGE

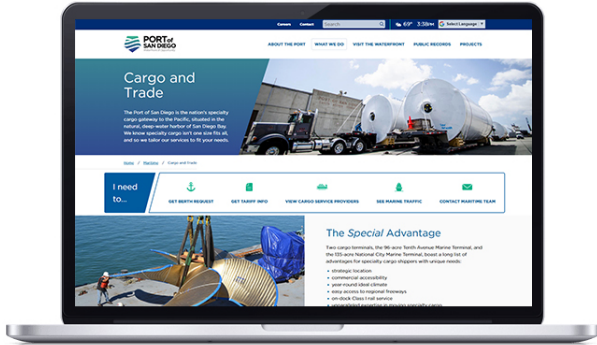
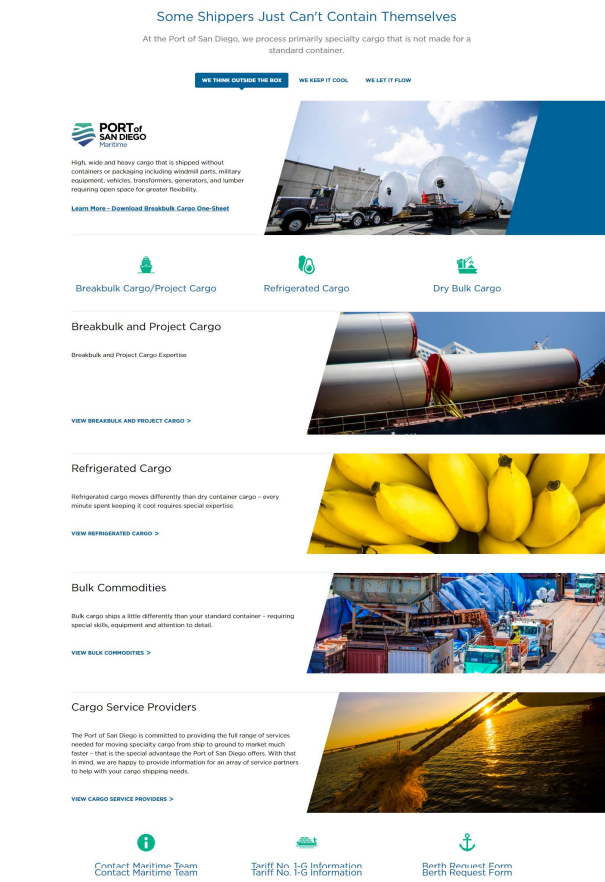
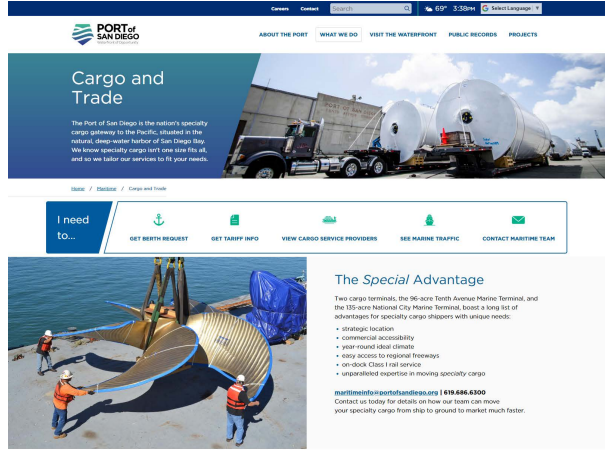
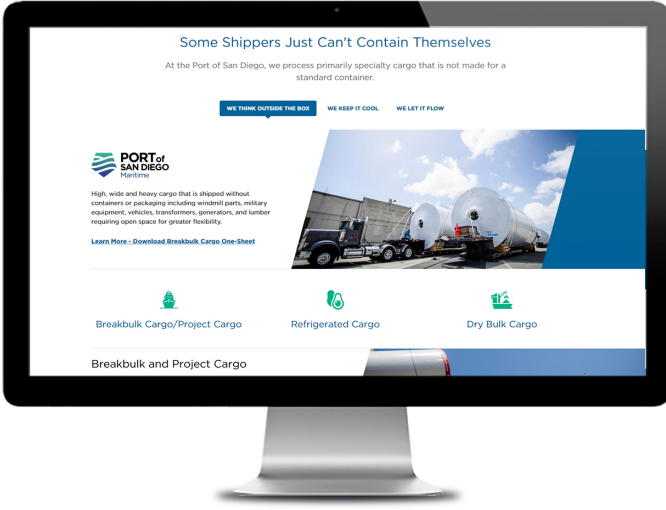


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VI. Appendix: NEW PORT CARGO PAGE



Port of San Diego Container Traffic	TEUs
September 2018	Loaded Inbound: 6,280
	Loaded Outbound: 252
	Empty: 5,878
	TOTAL: 12,410
Port of San Diego Container Traffic	TEUs
October 2018	Loaded Inbound: 4,896
	Loaded Outbound: 246
	Empty: 4,850
	TOTAL: 9,992