

12. SPECIAL EVENTS

Entries should clearly identify goals/objectives of event, target audiences, evaluation of success, and include all program books, publicity materials, audio/visual materials, photographs or other supporting documentation for the submitted event. *You must complete the questions on this page for each entry and include a high-resolution electronic image (see Electronic Images for details) that best depicts it for publicity purposes. Please be brief, but use as many pages as you feel is necessary to answer the questions.*

CATEGORY 1 CATEGORY 2

Entry Title: PORT 101 SERIES

Port Name: PORT OF SEATTLE

- 1) Was this event planned in-house? by an agency/firm? or a combination?

For four-part series:

7 Number of staff 11 Number of POS Customers 15 Number of volunteers

- 2) What was the overall goal/objective of this event, who was the target audience(s) and what were the key messages you intended to communicate to your target audiences? (attach if necessary)

Overall Goal: To **broaden public understanding** of the Port's role as an economic engine; **educate** participants on the Port's key initiatives; **build support** for the Port's Seaport, Airport and Environmental activities; and provide Port leadership an informal opportunity to **foster relationships** within our fence line communities.

Target Audiences: The Port of Seattle's 1,500 acres of Seaport operations are adjacent to downtown Seattle and surrounded by distinct neighborhoods and urban centers. As a good neighbor, the Port is an active member of several local chambers and business associations that constitute our "**fence line**" communities. Our Port 101 target audience included the business owners, company leadership and key members of our surrounding communities. Please refer to **ATTACHMENT A** for a breakdown of the target organizations.

Key Messages: The four-part Port 101 Series encompassed offerings on the Port of Seattle's CARGO, CRUISE, ENVIRONMENT and AIRPORT activities. Key messages were repeated throughout the elements of the program including tour talking points and program speeches. Fact Sheets were developed and inserted into an informational packet with appropriate Port brochures for each offering.

Overarching messages for the Port 101 Series focused on the Port of Seattle's Key Strategies:

- *Ensure Airport and Seaport Vitality*
- *Develop new economic opportunities for the region and the Port*
- *Enhance public understanding and support of the Port's role in the region*
- *Be a catalyst for regional transportation solutions*
- *Be a leader in transportation security*

- *Exhibit environmental stewardship through our actions*
- *Be a high-performance organization*

The following are specific messages for each offering:

Cargo 101

Seaport Vitality:

- POS has invested in its container infrastructure to handle growth well into the future.
- Future investments include added storage, equipment, technology and improvements to road, rail, security and the environment; critical to remain competitive among other West Coast ports.
- Shippers use “just in case” scenarios that require reliability, efficiency and customer service.

Economic Opportunities:

- Seaport workforce is dedicated, reliable and professional; providing family wage jobs and tax benefits.
- POS has long history of working with organized labor; ILWU is an important partner on the docks.
- One in three jobs in Washington state are tied to trade; being a load center give our state an economic advantage.

Regional Transportation:

- Freight mobility is critical to Seattle’s ability to compete as a container port.
- Transportation projects that improve the movement of freight are important to our economy.

Public Understanding:

- Community outreach, involvement, understanding and support are important elements to Seaport vitality.

Environment 101

Environmental Stewardship:

- POS has dual responsibility: protect and enhance our environment while operating and building large-scale infrastructure to keep trains, planes, trucks, ships – and economy – moving.
- Environmental projects are key component of every Port operation and construction program – POS capital improvements create opportunities for environmental benefits.
- POS environmental programs are varied and vital: air quality and alternative fuels, aquatic habitat and restoration, landscaping, noise abatement, public access, recycling and hazardous waste reduction, soil and sediments, stormwater, water and wetlands and wildlife management.

Economic Opportunities:

- When the Port does business, it balances financial, economic, community and environmental goals.

Public Understanding:

- Terminal 5 clean up provides an excellent example of the Port’s ability to work with the community over the long-haul and incorporate community input into its projects.
- Community outreach, involvement, understanding and support are important elements to our environmental programs as well as airport and seaport vitality.

Cruise 101

Seaport Vitality:

- POS has invested in two cruise terminals to handle the extraordinary growth in the Alaska cruise market.
- Future investments include a new cruise facility at Terminal 91.

Economic Opportunities:

- The cruise industry in Seattle brings substantial economic benefits to this region. The cruise industry provides jobs, tax revenue and new tourism opportunities to local businesses.
- The cruise lines and the terminal operator are valuable partners.

Public Understanding:

- Community outreach, involvement, understanding and support are important elements to Seaport vitality.

Airport 101

Airport Vitality:

- STIA connects the Puget Sound region to the world through flight. Newly remodeled and expanded facilities offer 100,000 travelers a day a wide range of services in a beautiful setting.

Economic Opportunities:

- In 2005, the airport generated \$4.3 billion in annual business revenue, \$166 million annual state and local taxes and 22,000 jobs

Regional Transportation:

- STIA is a global gateway for WA and the entire NW region.
- Sound Transit will provide easy access to STIA beginning in 2009.

Environmental Stewardship:

- Sea-Tac has one of the most comprehensive noise mitigation and remedy programs in national
- Award winning recycling program and state's first large scale CNG station
- Other projects designed to enhance water and air quality, control storm water runoff, and reduce vehicle traffic.

Public Understanding:

- Community outreach, involvement, understanding and support are important elements to Seaport vitality.

3) What was the overall budget and cost breakdown (research, creative, production, printing, distribution, evaluation) of producing this entry?

ATTACHMENT B provides a detailed breakdown of the costs for the four-part series. The overall budget and cost breakdown included:

Research:	\$ 0	In-house
Creative:	\$ 1,530	Graphics for invitation and html version
Printing:	\$ 1,736	2,500 direct mail invitations; 101 Fact Sheets
Production:	\$ 418	Mail house labeling and mail prep
Distribution:	\$ 802	Postage
Event Expenses:	\$13,809	Rentals, catering, bus transportation, parking, decorations, etc.
Evaluation:	\$ 0	In-house

Giveaways: \$ 0 In-kind (donated by Port customers and various Port departments)

Total Series Budget: \$18,295

- 4) **Thoroughly describe the event in terms of research, planning, promotion/advertising, implementation, attendance and evaluation of success, and provide an analysis of the event's success in meeting the overall objective.**

Research: The idea for a Port 101 offering came about during a luncheon conversation Public Affairs staff had with its commercial fishing customers and members of its fence line community. Many Seattleites have a connection -- be it their own, a family member, friend or colleague's -- with the North Pacific commercial fishing industry but most are not aware of the impact the industry has on our economy, culture and trade connections. Those involved in that initial conversation became the first partners for FISHING 101.

The Port developed Fishing 101 in 2005 as an opportunity to communicate about the commercial fishing and seafood processing industry located at Terminal 91 (T91). The Terminal is surrounded by influential residents and Port activity at T91 is closely watched by the neighboring communities. The Port was in the process of developing a framework plan for its North Bay development that would allow non-industrial uses to be built on the 57-acres of undeveloped uplands of T91. Fishing 101 was intended to build support for the commercial fishing activities, communicate the Port's intentions to introduce non-industrial activities at North Bay and underscore the Port's commitment to maintain and support the maritime-industrial activities at T91. We also wanted to communicate to our T91 tenants that they are important and valued customers.

The Fishing 101 program had 75 attendees board narrated buses on T91 for tours of 1) Trident Seafoods, the largest seafood processor in the US; 2) American Seafoods' *F/V Dynasty*, an at-sea catcher/processor vessel; and 3) the North Bay project area. The tours culminated with an evening reception inside the Cityce Cold Storage facility (complete with seafood bar and crab-inspired ice sculpture which was partly funded by our fishing customers). The reception program included brief remarks from Port Commission President and CEO and our industry partners. As part of the reception, guests were invited to briefly tour a -15 degree cold storage warehouse packed 25 feet high with seafood product.

All that participated -- Port commissioners and leadership, invited guests and customer partners -- were extremely enthusiastic about the success of Fishing 101. Staff involved in Fishing 101 quickly began to consider other possibilities using a similar format and the Port 101 Series was launched. A copy of the FISHING 101 invitation is enclosed as **ATTACHMENT C.**

Planning: With Fishing 101 as the model, Public Affairs staff gained interest and support from various Port departments to create a series of 101s. The community relations manager developed a series framework that included an overall draft Event and Logistics plan, implementation timeline, promotional plan and suggested team framework. Public Affairs staff volunteered as team captains for each 101. Team captain responsibilities were to develop the offerings, take the lead on planning and logistics, recruit staff and volunteers, line up customer support and sponsors, and provide overall event management for their individual offering.

The community relations manager worked closely with the assistant director and director of Public Affairs on issues of oversight and provided team captain support and program management. Program management included: gaining leadership buy-in and budget development, Commission and Port leadership participation, marketing/promotions/communications, logistics support and oversight, guest relations and registration, informational materials, evaluation mechanism and program reporting.

Following is a description of each 101:

Cargo 101 – Partners: SSA Terminals, ILWU, Crowley Marine Services

Seattle's seaport is a major gateway for two-way trade with Asia. See how the operators at Terminal 18, the Port of Seattle's largest container terminal, orchestrate the movement of cargo. Talk with Longshore workers about jobs on the docks. Visit Crowley Marine Services, which operates one of the most powerful fleets of tugs on the West Coast at Pier 17. Participants will be transported from site to site via motor coach and will be boarding a tug boat; flat, comfortable shoes are recommended. Reception immediately following will feature a hosted bar and appetizers at Terminal 10 overlooking the Duwamish Waterway and APL's Terminal 5.

ENVIRONMENT 101 – Partner: Port of Seattle Seaport Maintenance Department

Protecting and enhancing air and water quality, wildlife habitat and access to the waterfront are key elements of virtually every project the Port undertakes. Learn how the Port cleaned up a former city landfill and an old wood treatment plant to develop a new container terminal, a shoreline park and improved marine and shoreline habitat areas. Participants will enjoy a fascinating guided tour of the park. Comfortable shoes and jackets are recommended. Reception immediately following will feature a hosted bar and appetizers in the park.

CRUISE 101 – Partners: Celebrity Cruises, Cruise Terminals of America

At the Port's two cruise terminals, total passenger volumes have reached a record 735,000 passengers and cruise ship calls will total 198 this year. Seattle's booming cruise business brings a major economic boost to the city. Board Celebrity Cruises' Mercury to see how a floating resort provides first-class service to nearly 2,000 guests each week. Participants will enjoy a walking tour of the cruise ship; comfortable shoes are recommended. Lunch will be hosted on board immediately following the tour.

AIRPORT 101 – Partners: Alaska Airlines/Horizon Air, US Dept. of Homeland Security

Seattle-Tacoma International Airport is the 17th busiest airport in the US and has all the infrastructure of a small city, which includes police and fire departments, utilities workers, carpenters, taxi drivers, chefs, store owners and security – along with pilots, flight attendants and air traffic controllers. It's a busy place serving more than 100,000 passengers a day. Participants will enjoy a behind-the-scenes tour of the airport. Comfortable walking shoes are recommended. Guests will be escorted through security checkpoints. Reception immediately following will feature a hosted bar and appetizers in the Airport Conference Center.

Promotion/Advertising: Port of Seattle facilities are surrounded by a mix of residential, commercial and industrial sectors with varying degrees of familiarity with Port business. The Port is active in community affairs and participates in a number of community groups as an opportunity to build relations and develop understanding and support for Port initiatives and issues. Local area chambers and business associations provide an opportune vehicle to promote to professionals, opinion leaders and residents from our fence line communities.

Our Port 101 partners included eight area chambers of commerce and business associations and four industry advocacy groups. Promotion was conducted in the following ways: 1) **Direct mail** invitation

sent to approximately 3,000 individuals; 2) **HTML flyers** sent via email by each partner organization to their membership; 3) **Website postings** on the Port of Seattle site as well as each partner organization; 4) **Articles** posted in five Chamber newsletters; and 5) Hard copy invitations were also distributed at select **Community Meetings**.

Implementation: The successful pilot program with Fishing 101 laid the groundwork for developing the 101 series. As part of the planning phase, an Implementation Plan (**ATTACHMENT D**) was developed to spell out the tasks and timeline. Steps of implementation for each offering included:

- **Draft event plans** - Each offering required a detailed event plan including communication objectives, tour specifics, event planning details (staffing, equipment, etc.).
- **Recruitment of event partners** and customer involvement – The Port invited key customers to partner on each 101. Partners included: **Cargo 101:** SSA Marine (the operators of Terminal 18), International and Longshore Warehouse Union (ILWU), and Crowley Maritime; **Environment 101:** Seaport Maintenance Department (caretakers of 19 Port parks and public access facilities); **Cruise 101:** Celebrity Cruises and Cruise Terminals of America (the operators of the Port's cruise terminals); and **Airport 101:** Alaska Airlines/Horizon Air and US Dept. of Homeland Security. Each partner played a key role in the tour offering, reception program and/or door prizes.
- **Confirmation of audience partners** (Chambers, Business Assn., Industry/Community Groups) – These partners were critical in promoting the series to their memberships. They provided their mailing lists, sent html flyers to their membership, promoted the series on their websites and included articles in their monthly newsletters. Audience partners included: Queen Anne, Ballard, Magnolia, Southwest King County and West Seattle Chambers and the SODO and Belltown Business Associations. Promotional support was provided by several industry groups and the Greater Seattle Chamber. Please refer to **ATTACHMENT E** for a map of the Port of Seattle's fence line communities.
- **Collateral development** – For each offering an informational packet was developed along with a Fact Sheet (**ATTACHMENT F**). These packets were distributed to each guest at check-in.
- **Promotional campaign** – A direct mail invitation was developed along with html flyers for Cargo 101 and Environment 101. Cruise and Airport 101s reached capacity early on so flyers were not necessary. The series was also promoted on the Port's website, on audience partner websites and through email.
- **Registration guidelines, procedures, guest communication** – The Port established an RSVP email address and phone line to accept reservations. Public Affairs' administrative assistant kept a diligent eye on event capacity while confirming all RSVPs as they came in and communicating with those who were placed on wait lists. Information needed for both Cruise and Airport offerings included passport or drivers license information to comply with security requirements. Each offering required detailed driving and parking instructions and clear communication regarding check-in and tour timing to stay on schedule.
- **Internal communication, planning** – The program manager oversaw internal communications and overall series planning and the Team Captains were responsible for organizing the tour specifics, leadership involvement, partner/customer communications, volunteer recruitment, etc.

- **Volunteer recruitment** – Members of the Public Affairs department (airport, seaport and corporate) made up much of the volunteer force for the series but additional volunteers whether needed for registration, tour logistics, and as tour presenters came from various departments involved in the offerings including Seaport, Environmental Services and Airport.
- **Partner giveaways, door prizes** – Our external partners/customers were invited to provide their collateral material in the information packet and/or donate door prizes to be given away during the receptions. Guests put their name on their quizzes which were collected prior to the reception program. Port Commissioners selected and announced the winners as part of the program. Giveaways included:
 - **Cargo 101** – SSA and Crowley provided canvas gift bags with apparel, electronics, calendars, etc. These were given out to the Quiz door prize winners.
 - **Environment 101** – POS Seaport Maintenance provided Wildflower Seeds which were packaged with planting instructions for all attendees.
 - **Cruise 101** – Celebrity Cruises provided gift bags to the Quiz door prize winners and the Cruise team distributed Cruise Seattle luggage tags and packages of Seattle Chocolates truffles.
 - **Airport 101** – Alaska Airlines and Anthony's Restaurants provided various items to included in SeaTac Airport canvas bags stuffed with airport giveaways.
- **Catering, transportation, equipment rental, signage** – Depending upon the tour facilities and transportation requirements, rental equipment including tents, tables, chairs, linens, trash cans, heaters, etc. were ordered and a set-up plan was developed with the caterers. The catering was determined based on the needs and setting for each offering but included an appetizer buffet and hosted beer/wine. Cruise 101 was scheduled during lunch while the ship was in port and guests enjoyed a buffet luncheon onboard. Charter motor coach transportation was used for Cargo and Airport offerings. Event signage was created and set up by the Seaport sign shop.
- **Talking point development for Port Commission/Leadership** – Each 101 tour was followed by a reception or lunch (Cruise 101) where guests could informally speak with Commissioners and Port leadership. As part of the reception, a brief program was developed that included Port Commissioners and/or CEO/Port leadership and our partners/customers. Talking points were developed for Port speakers to cover main messages and recognize our partners and guest audiences.
- **Tour dry-runs, timing** – To make certain that each offering ran smoothly and as on-time as possible, the program manager and team captains conducted dry-runs or a detailed event walk-thru on paper. Knowing that last-minute issues arise, flexibility and quick-thinking staff were part of the overall success of staying on time.
- **Quiz development** – As an educational series, it was important that our guests learned a few key points as part of their participation so a quiz was developed for each 101. Quizzes were distributed during the main tour and collected during the reception/lunch and were used to pull door prize winners. Staff circulated to assist guests with their answers.
- **Information packet compilation** – As part of registration, each guest received an information packet that included related Port brochures, maps, fact sheets and website bookmarks inside a Port folder which was placed inside a plastic Port carrying bag. Public Affairs' administrative assistance provided excellent customer service in compiling the packets prior to each 101.

- **Check-in procedures, name badges** – Check-in procedures were relatively the same for each offering and included registration list checks (or guest add-ons), name badges, packet distribution and tour instructions.
- **Physical set up for registration, reception** – Public Affairs’ administrative assistant oversaw registration set up including RSVP list development, supplies, name badges. Team captains oversaw caterers’ physical set-up and execution of food and beverages.
- **Evaluation mechanism** – An important part of the overall success of the program was the positive response received from our guests. An evaluation form was distributed during the receptions/lunch, tallied after the events and distributed to all Port participants. Response rate ranged from 53% (Cargo, Airport) to 91% (Cruise).
- **101 Certificate of Completion** – Three guests attended all four offerings in the series. Public Affairs created a Certificate of Completion and ceremoniously presented it to the three guests at the final 101 event.
- **Partner appreciation, recognition** – There was a high degree of satisfaction that the series had been well executed, well received and accomplished its communication objectives in an innovative way. The Port Commissioners who were able to participate were very pleased with the response, the opportunity to speak with various constituencies, convey Port messages and put the spotlight on the Port’s community relations. The Port customers involved were equally pleased with the outreach they were able to conduct. Customers were sent hand-written thank you cards and copied on various praise from guests. Email thank you’s and recognition was sent to all staff involved along with glowing responses from guest surveys.

As part of the annual budget planning, Port Commissioners discussed the series in public session and recognized staff involved. They voted unanimously for a sizable budget increase for 2007 and the Port 101 Series became an official part of the Port’s outreach.

Attendance: Each 101 offering had a capacity based on the number of participants that could be handled efficiently allowing for the highest degree of customer satisfaction. Total capacity for the series was 280 (Cargo/80; Cruise/60; Environment/80; Airport/60). We received RSVPs for 375 guests and 263 guests actually attended. As is typical with special events, we experienced a fairly high degree of last minute cancellations and “no-shows” although each recipient received confirmation and a reminder prior to the event with instructions and driving directions.

Cruise 101 had the smallest capacity of 60 guests given the restraints of security processing and on-board touring. This was by far the most popular offering and quickly reached capacity. After a compiling a 20-person wait list for Cruise 101, we stopped taking reservations and therefore do not have an actual count of how many reservations were turned away. Capacity for Cargo 101 was set at 80 but, because of high demand, accommodations were made for larger buses and 114 guests were able to participate. **ATTACHMENT G** provides a breakdown of attendance.

Evaluation of Success: An important part of the overall success of the program was the positive response received from our guests. An evaluation form was distributed during the receptions/lunch and tallied after the events for distribution to all Port participants. The response participation rate ranged from 53% (Cargo, Airport) to 79% (Environment) to 91% (Cruise). The evaluation asked respondents to rate the following:



- Quality of content, speakers, educational value
- Uniqueness of event offering
- Logistics (event promotion, confirmation, directions)
- Handout materials
- Opportunity to ask questions
- Opportunity to meet/speak with Port Commissioners
- Overall experience
- (with space for) Comments

Copies of the evaluation results for each offering are included in **ATTACHMENT H**. Overall experience results are as follows:

- Cargo – Excellent – 79%; Good - 21%
- Environment – Excellent – 79%; Good - 21%
- Cruise – Excellent - 72%; Good - 27%
- Airport – Excellent - 91%; Good - 9%

Analysis: Based on direct feedback from participants through the evaluation process and through post-event response, Port commissioners, leadership and staff felt strongly that the series exceeded both Port and guest expectations. The evaluation process provided us with excellent feedback (some of which was immediately implemented for the remaining offerings) that was used to demonstrate the success and value of the program.

The overall goal of the Port 101 Series was to:

1) Broaden public understanding of the Port's role.

- This was accomplished by including key messages in every facet of the program (invitations, tours, speeches, fact sheets and information packets) and inviting guest to engage in dialogue about the Port's role, operations, initiatives, etc.

2) Educate participants on Port initiatives.

- The premise for the 101 series is focused on education through experience and tour content included past, present & future Port initiatives.
- Tours provided an experience that participants could not readily achieve on their own (access to facilities not open to the public; focused learning and Q&A from experts/operators; social/networking with Port Commissioners, leadership and community members from around the Port district).

3) Build support for Port activities.

- By gaining a better understanding of the Port's role and the economic and environmental benefits its activities have on our region, participants became "ambassadors" of the Port. They participated in a creative, fun and educational offering that generated enthusiasm for the Port's role and activities.

4) Provide an opportunity to foster relationships with our fence line communities.

- The Port developed a significant amount of goodwill through this program. Guests were very enthusiastic about the experience which led to a great deal of positive word-of-mouth marketing. The receptions following each tour provided guests an opportunity to get to know Commissioners, Port leadership and staff better which also helped to foster relationships.

After launching the pilot Fishing 101 program and the first 101 series, Public Affairs has created a winning education/community outreach program. Enthusiasm from audience and customer partners has been tremendously positive. Port Commissioners and leadership were equally enthusiastic to see the series continue and **voted to increase the budget for 2007**. Staff involved had fun creating the offerings and participant response underscored the high level of organization, creativity, customer service and educational value. The Port 101 Series has become an annual program for the Port of Seattle and planning for the 2007 series began early in the year.