

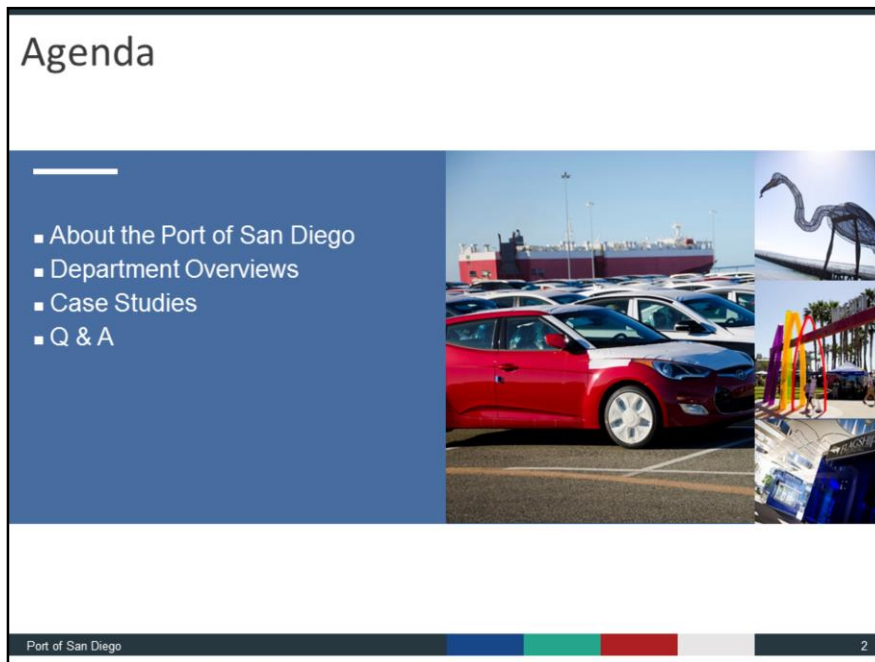


**JENNY**

Good Afternoon.

My name is Jenny Windle, and I'm the director of marketing and communications for the Port of San Diego. I'm joined today by my esteemed colleague, Job Nelson, who is our chief policy advisor.

Today we hope to share with you some best practices for leveraging your public and government relations efforts to help move important initiatives forward in your Port communities.



**JENNY:**

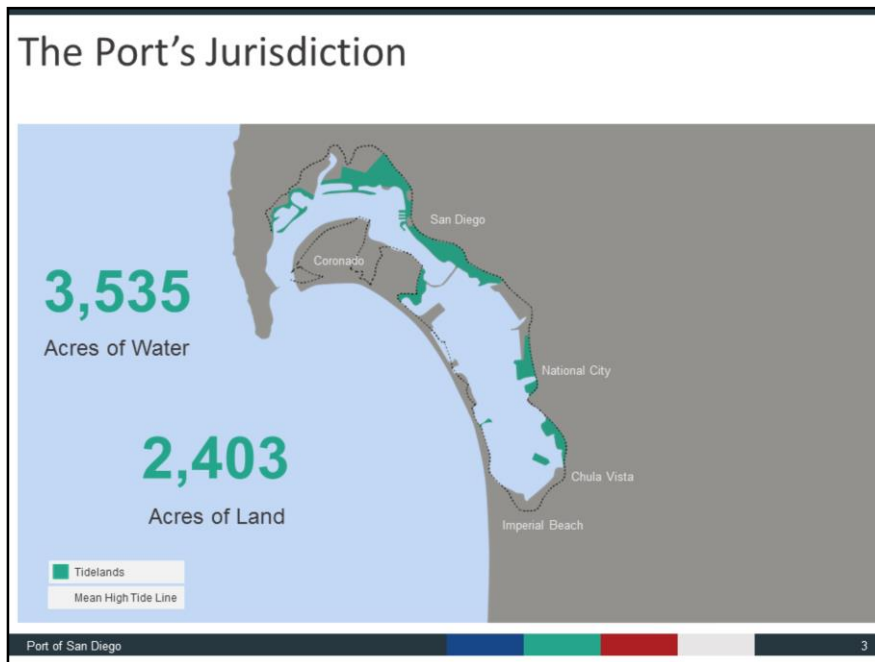
Here's a quick peek at what we plan to cover in the hour we have together.

We'll first give you a brief overview of the Port of San Diego, because you'll quickly learn we are a unique Port.

Then we'll each provide you with a look at the responsibilities of our respective departments.

Finally, we'll move into four case studies where we'll illustrate how we've synchronized our marketing and communications efforts with our government and civic relations to maximize our efforts to positively influence the community that we serve.

We've also teased out 9 lessons learned that we'll cover as we go through the case studies, giving you something you can take away and use when you return to your home port.



#### **JOB:**

The Port was created by an act of the State Legislature on December 18, 1962.

The Port's jurisdiction of 34 miles of waterfront includes 2,403 acres of land and 3,535 acres of water spanning five cities – Chula Vista, Coronado, National City, San Diego and Imperial Beach. The Port manages this area on behalf of the residents of California.

We are charged by the State of California with developing the tidelands and commercial business as stewards of San Diego Bay. We share the waterfront with the Navy, which oversees 17 miles of the bay.

We also work in collaboration with numerous state agencies including: the State Lands Commission, the California Coastal Commission, the State Department of Boating and Waterways and the U.S Department of Fish and Wildlife.

The Port is governed by a seven-member Board of Port Commissioners who are each appointed by the city councils of their respective cities.

We operate with a \$144.6 million budget, which is derived from self-generated revenue by the Port's business activities. Since 1970, **the Port has not collected one dime of taxpayer money for its operations.**



**JENNY:**

When we think of ports, we often think specifically about maritime – cargo and cruise.

But the Port of San Diego is a unique economic engine that oversees so much more. In addition to managing traditional maritime uses, the Port also oversees real estate, water and land recreation, tourism, public safety and environmental stewardship.

This slide illustrates our five largest focus areas --- harbor police, maritime, recreation, environmental and land use, and real estate development.

**Harbor Police:** Our 120 sworn employees serve San Diego Bay, San Diego International Airport and Port tidelands in our five member cities. The Port of San Diego is designated as one of 17 commercial U.S. Strategic Ports for military use.

**Maritime:** The Port of San Diego is the 4<sup>th</sup> largest of 11 California ports and the largest break-bulk (non-container) port in California. We oversee a working waterfront of boatyards, sport fishing landings and marine terminals – two cargo and two cruise.

**Recreation:** We also maintain 22 public parks as amenities that attract visitors and enhance the value of our waterfront.

**Environment/land use:** The Port is an environmental steward and our Green Port Program sets measurable goals for conservation, waste reduction and pollution prevention.

**Real estate/engineering and construction:** We have guided the developments of 34 miles of prime waterfront property including 16 hotels, 25 marinas, numerous restaurants, tours and museum attractions and oversee 800 tenant businesses.

# Government and Civic Relations

- Team of 8
- Three main focus areas
  - State/Fed
  - Regional
  - Policy
  - Grants



Port of San Diego

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## JOB:

### Uniqueness of Port

- State Created Public Corporation- Responsibilities to State Lands Commission
- Unique Government Structure- 5 Member Cities and 7 members of the Board
- Not strictly a maritime port which creates its own set of tensions

### Structure of Policy/Government Relations

- Traditional Roles of State and Government Relations- Have additional non-traditional responsibilities
- Regional Responsibilities- SANDAG and Member Cities
- Chief Policy Advisor- We are forced to operate much more like a small city- Public Safety, Parks, Competing Budget Priorities

# Marketing and Communications

- Team of 16
- \$4M+ annual budget
- Three main focus areas
  - Marketing/Business Development
  - Communications/Public Relations
  - Recreation Services



Port of San Diego

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**JENNY:**

My department provides integrated marketing and communication services to meet the needs of several District goals.

We are a team of 16 with a more than \$4 million budget to help us provide a variety of services.

For simplicity's sake, there are really three buckets under our department umbrella: marketing, communication/pr and recreation services.

**Marketing:** purpose is to drive business development for the Port. This team handles the development and execution of strategic marketing plans for cruise, cargo, real estate and tourism. This side of the house also oversees development of all of our outward facing creative deliverables.

**Communications/PR:** this team's mission is to help people understand and value the Port. They handle all of our media relations, public tours, delegation visits, speech writing, web management, social media and video production.



Finally, **Recreation Services** oversees the management of our 22 parks and the hundreds of events that are permitted in them each year falls under this area of our department. This programmatic area of the Port makes sure that our tidelands are a vibrant waterfront destination where residents and businesses converge.

# Marketing and Communications

## Port of San Diego

### Marketing & Communications Strategic Framework

#### COMPASS STRATEGIC PLAN ALIGNMENT

**Relevant Campus Goals & Strategies**

- A thriving and resilient maritime ecosystem that drives job creation and regional economic vitality
  - Become an integral link in the maritime supply chain
  - Foster the economic growth and retention of shipbuilding and repair
  - Develop maritime-related industry-vicinity businesses and services
- Port that the public understands, trusts and values
  - Increase understanding of the Port's mission, identity and social and economic impact
  - Increase public participation with easy access to information
- A Port with a resilient and sustainable environment
  - Continue and promote Green Port programs, including water and energy conservation, recycling programs and clean air targets
  - Preserve and promote habitat restoration, indigenous wildlife and preservation of invasive species
  - Collaborate with tenants, partners and adjacent communities to foster a healthy environment

#### II. OPERATIONAL ALIGNMENT

**Organizational** Maritime Trade Programs

**Mission:** Facilitate and maximize maritime commerce through the enhancement of the maritime cargo terminals, and provide a safe and secure water and recreation environment for the benefitment of the San Diego region. Support shared commercial development, marketing and sales to increase capacity and volume for the District's maritime cruise business. Generate maritime cargo business, optimize utilization of the District public goods, improve infrastructure, maximize Maritime's positive economic impact to the San Diego region and represent the interests of the District through presence and advocacy in industry, civic and community forums.

**Values:** San Diego's Economic, Economic Development through Maritime, Maritime Environmental Stewardship, Collaboration & Partnership

**Goals:**

- Generate and recognize the contribution Maritime Trade offers to the San Diego region.
- Build awareness and appreciation for the maritime industry among the public.

**Strategies:**

- Host tours and events throughout the month
- Host a promotional campaign for both events and the maritime industry
- Post an aggressive publicity campaign for public awareness

**Tactics:**

- Two-Bus Tours, Four Boat Tours and a movie in the park
- Full marketing and public relations campaign details below

**Methods:**

- Word and social media analytics
- Develop media value
- Event attendance
- Content Participation

## Port of San Diego

### Marketing & Communications Strategy - Campaign Overview

#### II. MARCOM MASTER PLAN ALIGNMENT ACTION PLAN

<b>MarCom Focus Area:</b>	Trade/Cruise/Maritime Tenants
<b>MarCom Team:</b>	Lead: Ravenna Balancer Support: Annie Carlson
<b>Contacts:</b>	
<b>Campaign:</b>	Maritime Month
<b>Objectives:</b>	<p>Utilize all of our efforts throughout the month and connect with San Diego's maritime industry such as visitors, and ensure their efforts are recognized; have a major impact on the San Diego region. Maritime Month is San Diego's unique celebration of Maritime Maritime Day on May 22, which is a day to pay tribute to the maritime industry and the benefits that the maritime industry provides this country and to all who live here.</p>
<b>Target Audience:</b>	Primary: Geographic neighbors and maritime stakeholders Secondary: San Diego region
<b>Timeline:</b>	March 2015 - 2015
<b>Campaign Copy:</b>	Friends of the Harbor
<b>Messages:</b>	<ul style="list-style-type: none"> <li>• "The Maritime industry is a critical component of the San Diego region's past, present and future success.</li> <li>• Our working waterfront helps generate billions of dollars in economic impact both on and off the waterfront.</li> <li>• The hardworking men and women of the Port and associated businesses play a significant role in making San Diego the thriving city it is today.</li> <li>• During the month of May, we celebrate Maritime Month to honor the "Heart of the Harbor."</li> </ul>
<b>Campaign Elements/Content:</b>	<p><b>Common Goals:</b></p> <ul style="list-style-type: none"> <li>• Celebrate Month of the Harbor Video (Full)</li> <li>• Spending Points (Multiple KSP Interview)</li> <li>• Press Releases</li> <li>• 8-Fold</li> <li>• Promote for press distribution</li> </ul> <p><b>Advertising Tools:</b></p> <ul style="list-style-type: none"> <li>• Month of the Harbor 30-sec</li> <li>• Publicist: Jennifer Smith - 1247-Power                             <ul style="list-style-type: none"> <li>o Site 1: Act and Event Casting</li> <li>o Site 2: Activities (Word Search, Color, Maze, Fun Facts) and Content rights</li> </ul> </li> <li>• Digital                             <ul style="list-style-type: none"> <li>o Video Title Slides (Video Approval)</li> <li>o Web Banners (Facebook Cover 852x312, KSP Banners 480x60, 1080x350, 720x90, Social Media Banners 1080x50)</li> </ul> </li> </ul>
<b>Promotional Plan:</b>	<p><b>Webinar:</b> A 30-minute 1080p HD video presentation, which will host a web banner, short paragraph explaining Maritime Month, a list of all activities and links to watch the video, web press releases, register for the tour, download the activity packet, and enter to win the</p>

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Well, we start all campaigns in a very non-glamorous – yet strategic – way, as illustrated by the screen in front of you. This is a screen shot of our strategic framework for our maritime month campaign. It's not meant for you to read today, but simply to see the amount of thought that goes into each of our campaigns.

We then determine our campaign objective, in this case for Maritime Month (**CLICK**) it's "Celebrating the hardworking men and women who make San Diego's maritime industry such a success." This is where we call out our goals, strategies, tactics and metrics.

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So let's take a look at how this campaign is rolling out .....

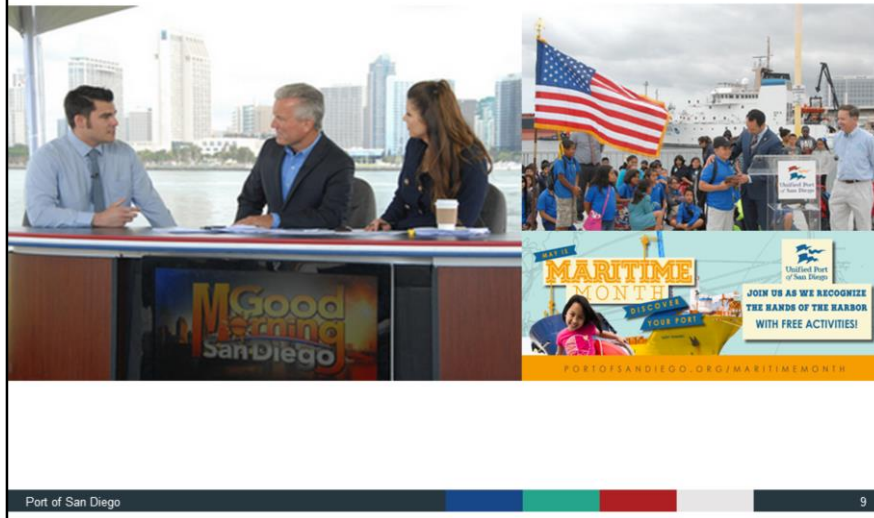


We start with the basics .....

Crafting a look for the campaign, which you see here .... Which will complement the strategic messaging we've already developed with the framework.

Then we pull that look and feel throughout the various mediums we have at our disposal – here we're showing the campaign look on our website and Facebook page and our email blast sent out to our various stakeholders, including the media.

## Marketing and Communications



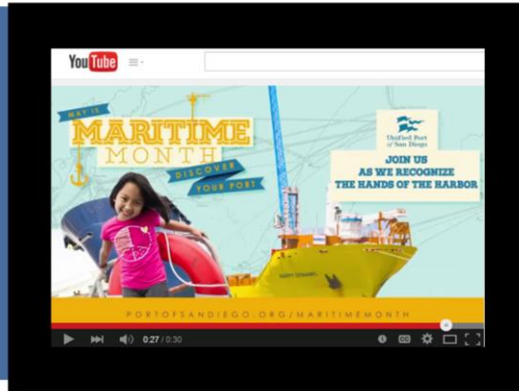
We've teamed up with our local television station, KUSI, to be a partner in promoting Maritime Month.

We will orchestrate a 3-hour live broadcast on Good Morning San Diego from various Port locations. We have a full slate of subject matter experts speaking on maritime and the Port's regional influence during the program. This is a shot from last year's morning show on the left.

Also, in concert with Maritime Month, we get the local children from the schools nearest to the terminals involved. In the top right, we have a shot from last year's "Name the Tug" contest.

We also offer several public bus and boat tours during Maritime Month, which fill up quickly, and this year we're adding a movie night to the mix.

## Marketing and Communications



Port of San Diego

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Finally, we have a video component to the plan. Here's a quick 30 second public service announcement that we'll be running during the month .....

## Marketing and Communications

Your brand is what  
people say about you  
when you're not  
around.

**Branding is  
what you do  
about it.**



One final example of a project we're working on in Marcom that I'm quite proud of is our branding effort.

I love this quote from our branding consultant, North Star, who says "Your brand is what people say about you when you're not around."

And "Branding is what you do about it."

I'm sure many of you saw the article in the Spring issue of Seaports about the importance of branding, which did a fantastic job of outlining what branding is and what it isn't and why it is important.

For those of you who didn't get a chance to review the article, I'll give you the quick readers digest version.

Branding is not a slick logo and snappy tagline. It's not just the Nike Swosh or the "Just Do It" slogan. Those are expressions of the Nike brand. The brand itself is everything behind the mark and the slogan.

Crafting the heart and soul of a brand takes great thoughtfulness and strategy ..... it isn't done on the back of a napkin over the weekend ... and it isn't done without the support of our executives and your board.

Thankfully, we have the support of both right now as we are in the midst of a rather stringent brand development exercise at the Port of San Diego to help solidify our own brand promise. We've embarked on a research-based brand initiative that will take both qualitative and quantitative research and cull that down to a single statement that solidifies our agency's corporate identify.

From there, we'll build a narrative and visual system that will express our brand. And we will use that in every interaction about the Port.

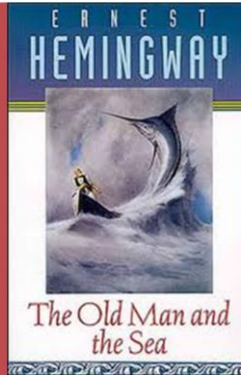
WHY IS THIS IMPORTANT?

For that, I'm going to hand it over to Job to further explore the importance of narrative  
.....



## Building Narrative

Important in all  
interactions



## Case Study: Economic Impact

■ **OPPORTUNITY**

- New report shows Port's total economic impact to region more than \$7.6 billion

■ **LESSONS LEARNED**

- Plot and presentation are equal ...
- Keep the stories coming ....
- Sequels are okay ....



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### JENNY

Earlier this year, the Port's new economic impact numbers were set to be released. This is something that happens every January. In the past, the finding had gone to the Board with a memo, and a news release had been done, but not much more.

As we starting talking about the significance of this report, we clearly knew we had to do much more than a news release. The news was extremely validating to our developing narrative, and this meant we needed to craft a campaign to get the word out to our stakeholders and the public at large.

So, with a finely crafted key message platform, we began pitching the media. We offered interviews and appearances by our chairman to print, TV and radio. We had two solid weeks of positive coverage on this one topic, totally about \$93,000 worth of earned media and a reach of just under one million viewers and listeners.

Congruently, the San Diego Regional Economic Development Council just so happened to be preparing for a global economic summit in February, and we thought "what better place to unveil our new numbers and be part of the economic narrative than here?" So we lobbied to have our chairman included on the panel of this event and he

brilliantly laid out the narrative surrounding the port's economic impact to a global audience.

We also created impactful digital assets like infographics that were pushed out via our social and web mediums to the public at large.

All in all, we created the buzz around this topic that would have otherwise gone unnoticed had we not really leveraged our PR efforts.

So, what were our lessons learned from this:

First, plot and presentation are equal. We had to make this story emotionally compelling as well as visually appealing. Both needed equal attention.

Second, we couldn't leave this to just a one-day news release. We had to keep the stories coming. A month-long social campaign was designed to augment news coverage that lasted for a solid two weeks.

Finally, sequels are okay. Some may have thought, "this is the same info as last year, just slightly different. Why make a big deal about it?" Sure, this may be true, but each time you get your message out you are reinforcing the narrative in existing stakeholders' minds and possibly reaching new stakeholders. Don't be afraid to get your message out early and often.

## Case Study: Tenth Avenue Marine Terminal

### ■ OPPORTUNITY

- Need to modernize aging cargo terminal in order to maximize business potential in highly volatile environment

### ■ LESSONS LEARNED

- Think your story out ....
- Make sure your story has an appropriate plot arch ....



### JOB:

Set stage by talking about Charger issue in 2012 ..... *Before Job and I both got here ... but we watched from the sidelines, because everyone was watching*  
Stadium talk started to heat up again in late 2014 with talks of team moving .....

### LESSONS LEARNED:

Think your story out ....

Make sure your story has an appropriate plot arch ....

## Case Study: Integrated Planning

■ **OPPORTUNITY**

- Port in the midst of developing a 50-year vision plan to help guide land and water uses in San Diego Bay

■ **LESSONS LEARNED**

- Build in lots of review ....
- Always consider your audience ....



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### JOB:

#### LESSONS LEARNED:

Build in lots of review .....

Always consider your audience .....

#### Background on IP (if needed):

The Port is in the midst of developing a 50-year vision plan as part of the Port Master Plan Update to help guide land and water uses in San Diego Bay.

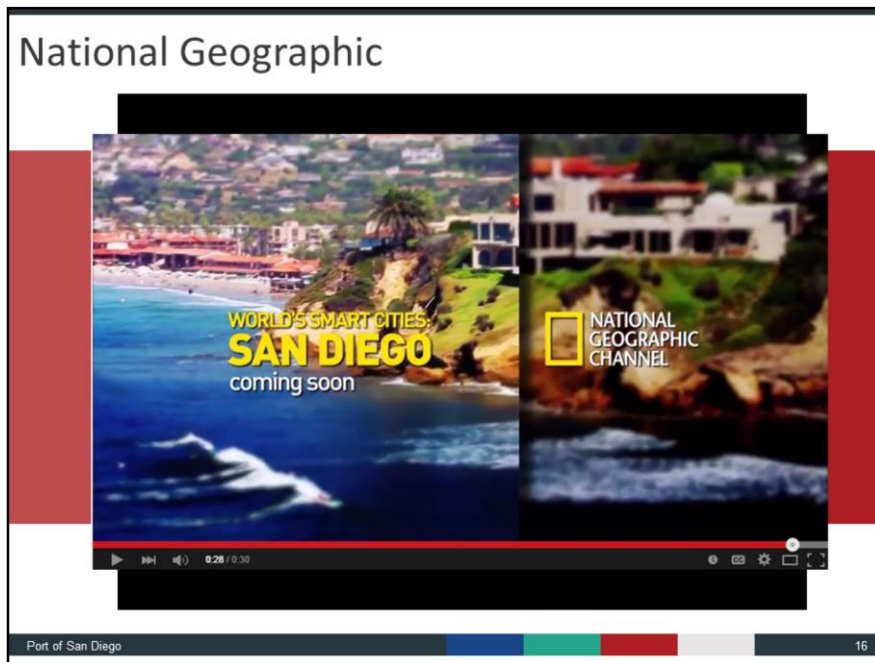
We have just concluded the initial visioning phase of this project that will eventually result in a new Port Master Plan.

The vision and guiding principles which were developed during this phase will ensure a holistic, thoughtful and balanced approach to creating a vibrant, sustainable bay for future generations.

The public was engaged through a variety of workshops throughout the past year in the Integrated Planning process and will continue to be involved as the effort moves forward.

Goals of the Integrated Planning process:

- \* Create excitement for the San Diego Bay waterfront
- \* Integrate current and future assets in a comprehensive manner
- \* Establish the Port as a local and regional leader
- \* Produce a 50-year vision consistent with the Port's mission statement
- \* A plan that would be supported by the Port Commissioners and the region



#### **JENNY:**

Sometimes, once in a lifetime opportunities come your way. And for the Port, this happened recently in the form of being part of a National Geographic special ....

San Diego was selected last year as one of just 18 cities from around the world to be showcased in a three-year National Geographic TV series on “smart cities.” San Diego made the final cut following a long process that narrowed down the list of cities from 150 to 50 then to the final 18. San Diego is the only North American city to be featured in the series.

The Port of San Diego contributed a very nominal amount to be part of the \$6 million project. The Port’s marketing and communications team worked closely with NatGeo to identify Port-related story ideas and also coordinated filming with the crew while they were on-location in San Diego.

The takeaway here was we were ready with our narrative and able to clearly share that with National Geographic when the opportunity presented itself. The result is that our story is being clearly articulated to a global audience by a trusted third party in a way

that we would never be able to do ourselves.

In fact, I'll be in Tokyo next week with our Chairman and Director of Maritime to unveil this video to our key Japanese customers and other stakeholders, firmly cementing the Port of San Diego on the world's stage.

LESSONS LEARNED from this were simple:

- Don't be afraid to take risks .... This was obviously a out-of-the-box opportunity, but it is paying off in spades
- Ghost writing is allowed; it is sometimes preferred if someone else is writing the story .... NatGeo now a Port ambassador

Here's a 30 second clip to give you a sample ....

The documentary in its entirety is running on the NatGeo channel worldwide throughout the month of May.



## Recap: 9 lessons learned

- Plot and presentation are equal ....
- Keep the stories coming ....
- Sequels are okay .....
- Think your story out ....
- Make sure your story has an appropriate plot arch .....
- Build in lots of review ....
- Always consider your audience ....
- Don't be afraid to take risks ....
- Ghost writing is allowed ....

Don't be afraid to take risks ....

Ghost writing is allowed

# Questions?

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