

INCREASING PROJECT SUCCESS THROUGH COORDINATION & COLLABORATION

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PORT OF PENSACOLA GOVERNANCE

- Port of Pensacola is an Enterprise Department of the City
 - Port director is hired by the Mayor and confirmed by City Council
 - City Council is the port's governing body
 - As such, City Council must approve all port leases
 - City Council must also approve any incentives that require forgiveness or deferment of City taxes
- Port of Pensacola is located in the heart of downtown
 - Securing support for port projects can be a challenge due to:
 - Conflicting neighboring uses (urban downtown environment)
 - Political or constituent pressure on the decision-making process

WINNING STRATEGY

- Build public support through effective communications
 - Use both old and new media to build positive momentum
 - In addition to traditional media (newspapers, TV, etc.), leverage new tools like social media and digital newsletters to communicate directly with stakeholders
 - Tie the port to job creation
 - Focus on future growth and development strategies in general terms, even if you can't discuss project specifics
- Engage supportive professional & community groups to help influence your decision-makers
 - Propeller clubs and port user groups
 - Local & regional economic roundtables
 - Local & regional economic development partners
 - Labor organizations (if applicable)

WINNING STRATEGY

- Treat municipal officials like insiders, not outsiders
 - Government executive (Mayor, Administrator, etc.)
 - Should be one of your project's strongest and most outspoken allies
 - Engage him (or her) early on in the process
 - Get him invested in the project's success by using him as a tool in the "courtship" of the prospect
 - Hear, discuss and address his concerns
 - Give him the tools he needs to turn constituents into supporters
 - Governing body (Council, Commission, Authority, etc.)
 - Brief members individually early on, even if only in general terms
 - Re-brief them often and in more detail as the project develops
 - Use project benefits (jobs, economic activity, etc.) to outweigh any negatives (noise, traffic, etc.)

PENSACOLA CASE STUDY

- Offshore Inland/DeepFlex chose Port of Pensacola
- Long-term lease approved by Pensacola City Council on 7-0 vote (1 absent & 1 abstained)
- Qualified Target Industry (QTI) incentives approved by unanimous vote of City Council
- Largest single economic development project in the port's history
 - \$12 million private sector investment in facility
 - \$45 million private sector investment in machinery & equipment
 - 250+ jobs