CRISIS!!!

Advocacy

And “Media” “Management”

In the Digital Age
Welcome to the Port of Oakland

AVIATION

CRE
(Commercial Real Estate)

MARITIME
Oakland Delivers Prosperity

Generates over 73,000 jobs across the region.

The East Bay is home to 2/3’s of Port-related jobs.

Proximity to the Port of Oakland is one reason why jobs-creating businesses locate themselves in the region.

Enough jobs to fill the coliseum at an A’s game – twice.
Oakland Delivers Prosperity

- Above-average wage jobs
- Jobs that can't be exported
- Blue collar and entry-level jobs
- More than $617 million in local, state and federal tax revenues
- Support of local and disadvantaged businesses
Over 30% off peak air passenger volumes – and over 2/3 of this is one tenant – Southwest.

But the Port Faces Challenges

Over half of our seaport leases are up in the next three years, representing nearly a third of Port revenue.
BIG Challenges

Key Challenges:
- Dot Com
- 9/11
- Great Recession

Graph showing financial data from 1995 to 2013, highlighting key financial events and trends.
Anchor Yourself in Facts

To be persuasive, we must be believable; to be believable, we must be credible; to be credible, we must be truthful.

“Hold everything! The P.R. department just sent over this chart.”

- by Edward R. Murrow
In 2011, Oakland was not ready for the digital age

- Half the communications staff of four years prior
- No communications-focused division
- Website still listed people who had not been working there for two years
- No electronic newsletter (or any for that matter)
- Some Twitter, but no Facebook (except at the airport)
- Silos with almost no internal communication
- Not a single senior manager or commissioner on social media
Get Your Tools in Place
Has it Worked?

We’ve got analytics that say it’s working – but what’s the benchmark?

<table>
<thead>
<tr>
<th>Bulletin Subject</th>
<th>To</th>
<th>Total Recipients</th>
<th>Percent Delivered</th>
<th>Unique Email Opens</th>
<th>Unique Email Open Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update from Acting Executive Director</td>
<td>Subscribers of Port Courier</td>
<td>529</td>
<td>100.0</td>
<td>147</td>
<td>27.8</td>
</tr>
<tr>
<td>Ale Flint</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Big Ships, Big Planes</td>
<td>Subscribers of Port Courier</td>
<td>529</td>
<td>100.0</td>
<td>120</td>
<td>22.7</td>
</tr>
<tr>
<td>- Courier from Deborah Ale Flint</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Anecdotally, the feedback has been 90% positive, but I’m not happy with a low “A”.
What about the crises?

**Occupy Oakland:**

*What went right:*
- Communicated frequently, honorably, and effectively
- Declined from 30,000 to 3,000 to maybe 300 (11/2, 12-12, and 5-1)
- No major damage, injury, security breech – or diversion!

*What went wrong:*
- Over-estimated the influence we had – manage expectations!!!
So What Have We Learned

• Know your story, tell it often, and tell it honestly and visually

• NEVER overestimate how much people know

• Know your audience – and that not all are created equal

• Get your TOOLS to COPE: Create Once, Publish Everywhere

• Keep it fresh

• Old media still matters – especially to key influencers

• Front page rule is now the Google rule

And don’t do it again!!!
Thank You! Questions?

Visit www.portofoakland.com/poweringjobs for information on how you can find employment, do business with the Port, lease commercial or airport space, or voice your support for us.