



The title of the Port of Stockton's 2020 annual report, *Navigating the Seas of Change*, sums up the experience we all shared during the year that COVID-19 turned the world on its head. Having been in business since 1933, the Port is used to thinking strategically to overcome adverse conditions. While the pandemic was a shock that continues to reverberate, in 2020 the Port doubled-down on safety precautions and maintained its core business, partner and trade relations, and its employees, continuing operations without slowing down and ensuring the strength of the supply chain. The reader opens *Navigating the Seas of Change* and the first words they read, a special message on the inside cover, says

it best: "A global pandemic tested our operations and relationships on every level, yet we persevered. Our sincerest thanks to our business and trade partners and dedicated employees for riding the waves with us in 2020." The Port shares the journey with informative articles, breathtaking photography, and beautiful original illustrations, all laid out in a bright and clean design format that puts the content front-and-center.



First impressions are everything, and the Report's cover places the reader soaring above the San Joaquin River as a vessel approaches the Port with valuable imports.

1. WHAT ARE/WERE THE ENTRY'S SPECIFIC COMMUNICATIONS CHALLENGES OR OPPORTUNITIES?

Every year, the Port of Stockton (Port) develops, creates, and distributes an Annual Report (Report) that provides the opportunity to share with stakeholders and the general public the previous year's wins and losses while looking ahead for what is on the horizon. With the pandemic negatively affecting tonnage numbers, in-person community involvement, and other initiatives, it was important that the Port be transparent in its reporting, while still

highlighting the successes that are a result of the Port's strategic long-range vision. For example, while the Port's total tonnage was down at 4,009,277 metric tons (from 4,443,286 metric tons in 2019), ship calls to the Port were up (242 total in 2020 compared to 234 in 2019). Meanwhile, the Port carried on important infrastructure improvements, environmental initiatives, and community outreach. COVID-19 safety protocols were strictly adhered to keep employees safe, warehouses reached 100% capacity, and the Port continued to directly and indirectly sustain 10,000 family-wage jobs in the region. It was important to highlight all these aspects as the Port looked back on this unprecedented year.

Internally, the primary challenge was to collect and synthesize data, written summaries, and other information from various departments throughout the Port to paint a complete, representative picture of the year. Externally, the challenge was to distribute the Report widely and to the right people to increase awareness of the Port, what it excels at, and how it contributes to the prosperity of Stockton and the greater San Joaquin Valley region.

2. HOW DOES THE COMMUNICATION USED IN THIS ENTRY COMPLEMENT THE ORGANIZATION'S OVERALL MISSION?

The Port's mission is to provide excellent service to our current business partners and attract new business, while being a positive force for the local Stockton community and an exemplary steward of the environment at large. This Report outlines how the Port is carrying out this mission in multiple focus areas.

Section 1 – Resiliency Brings Success

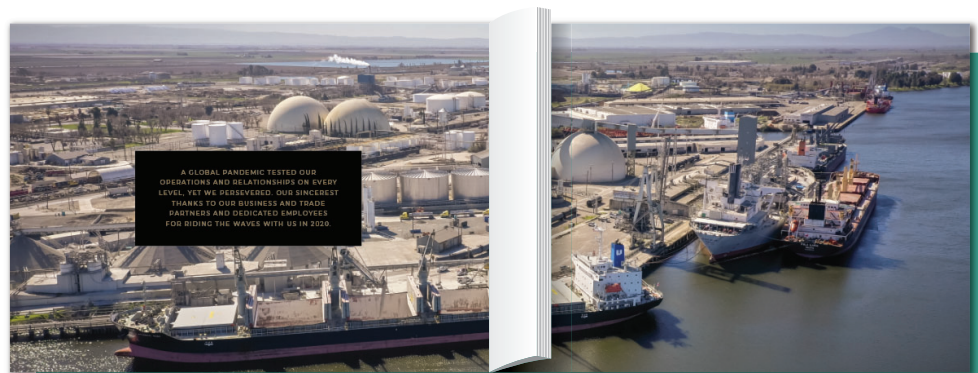
The first section of the Report features a message from Port Director and Board of Commissioners. The message offers a brief overview of 2020 and what readers can expect in the following pages. This is followed by a staff listing, showing all who are responsible for the excellent service the Port provides, including a spotlight on Employee of the Year Janice Dias.

Section 2 – Thriving Despite Global Challenges

The next section focuses on operations, the bread-and-butter of the Port. The article “Shifting Trade Winds” reports on overall maritime activity at the Port, accompanied a few pages later by a table comparing ship movements, total tonnages, and tonnages by commodity for 2020 and the three previous years for comparison. “Decade of Development” is a key article showing that the Port is always focused on improving capacity and access to better serve its business partners, best exemplified by this passage:

“The Port’s growth into the second largest inland port on the Pacific West Coast is not an accident, but a strategic plan.” The Report then shifts to look at Port tenants, including a full list and a spotlight on the growing number of business partners that deal with renewable fuels. Global trade comes next in this section, giving the reader a clearer view of what the Port brings in from various parts of the world, and what American goods get exported elsewhere. Of course, with all this important and valuable goods movement comes a need for security, and this section ends with a feature on the Port’s own Police Department and the various initiatives it undertook in 2020.

Also falling within Section 2 is a centerfold feature. It has

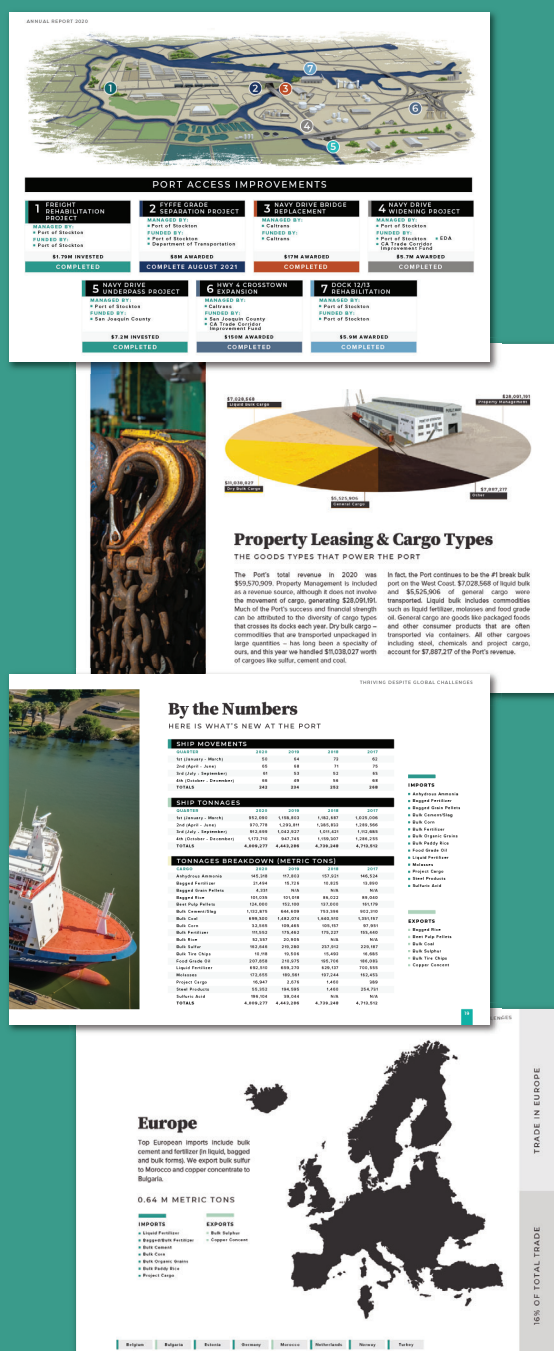


Discerning readers of the print version might notice a sort of “centerfold” image connecting the front and back inside cover (with the interior pages in between), another expansive drone photo of the Port property with multiple large ships docked simultaneously.



With a wink to classic board games, the actual centerfold (in the middle of the book) shows the process the Port has taken to become one of the “Greenest Ports in the United States.” The illustrations tie together all the information along the way.

Throughout the pages of the Report, data is conveyed visually in various ways to bring the message. There's a painted map of the Port of Stockton that points out the numerous infrastructure improvements completed or near completion in the last several years. Artistic pie charts show the makeup of the Port's cargo types and revenue centers, while cleanly designed tables report on ship movements and tonnages. A world trade sections breaks down trade by continent, listing import and export nations along with a map silhouette.



become a tradition for this spot to focus on a new topic every year, and this year, “Our Path to Becoming the Greenest Port” takes the reader on a board game-inspired walk through the topic. Read more about the centerfold in the caption on page 2.

Section 3 – Financials

Here the Port's revenue is broken up in two ways – by property leasing and cargo type, and by revenue centers. These pie charts help the reader see what makes up the Port's services, and how this revenue provides jobs and economic vitality to the region.

Section 4 – Community

COVID-19 did not prevent the Port from engaging with the community, an important part of its mission, but it did affect how. The article “Elevating our Community” pointed out that many of the events the Port would normally participate in were canceled. However, Port staff did participate in outdoor activities like community tree plantings, for example, and the Port made significant financial contributions to community organizations such as United Way of San Joaquin, the Stockton Record All Star Preps, and the Stockton branch of the NAACP. The Port also launched a new outreach initiative, creating a community working group that will share information about the Port, address concerns, and forge lasting relationships.

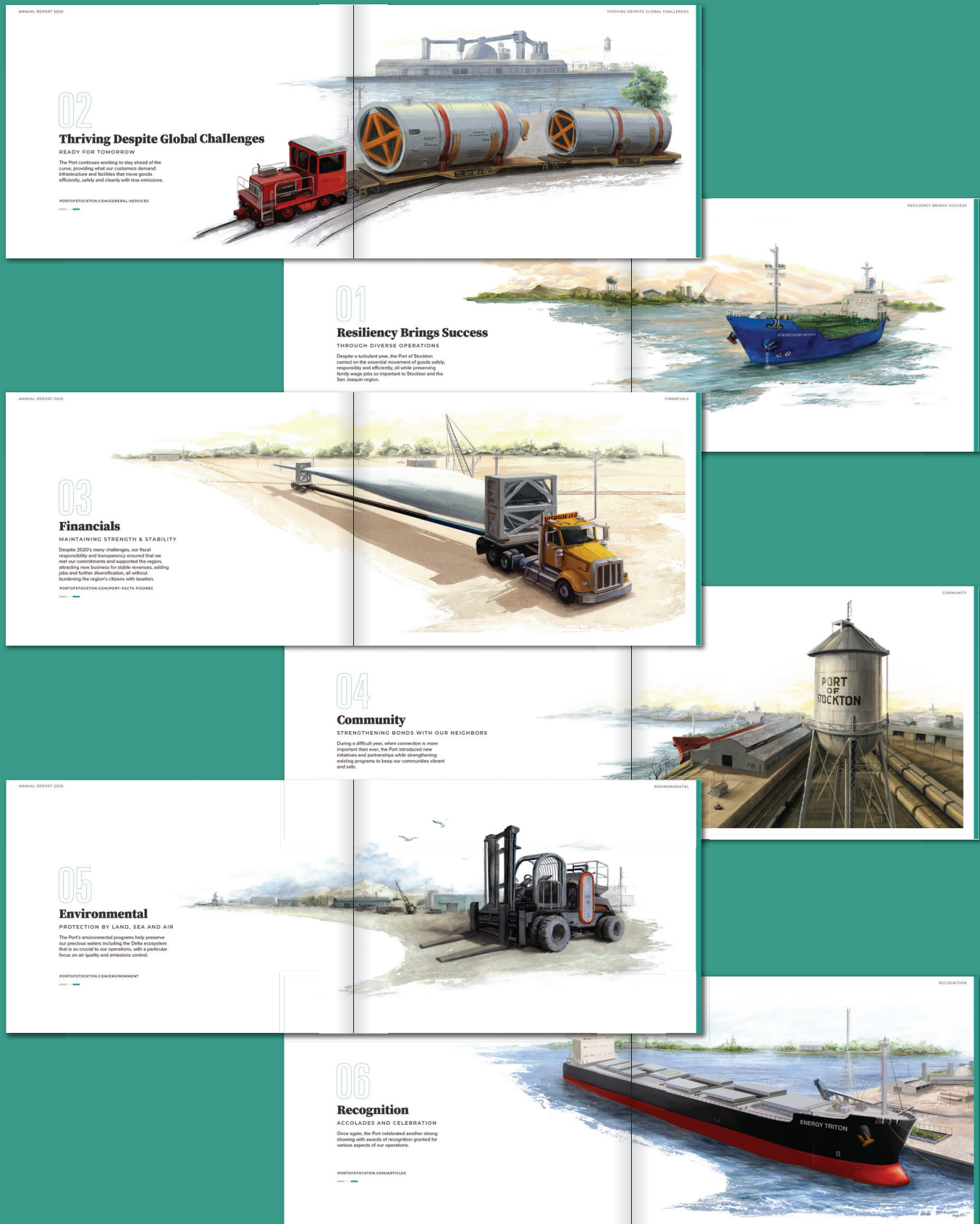
Section 5 – Environmental

This section directly complements the Port's mission to be exemplary steward of the environment, focusing this year on the expansion of the Port's fleet of zero emission forklifts and other cargo moving equipment and charging infrastructure. The section also highlights the Port's continued involvement in the Green Marine program and shares information about the Emission Inventory that the Port is conducting which will help prioritize emissions reducing investments going forward.

Section 6 – Recognition

It is only thanks to the dedication of Port staff that it is able to carry out its mission so commendably, even during precarious times. This section reports on awards that Port staff earned, and celebrates the retirements of four employees that represent a combined 73 years of committed service.

To stand out from the annual report crowd and make this Report a valued keepsake, the Port hired a freelance artist to create beautiful painterly depictions of port scenes. Each section divider reveals a different angle of port activity with a full-page spread that showcases the color and artistry of these gallery-worthy pieces. Each divider page also features a link to the Port's website (clickable on the digital version, short enough to type from the book) for more information on that section.



3. WHAT WERE THE COMMUNICATIONS PLANNING AND PROGRAMMING COMPONENTS USED FOR THIS ENTRY?

To prepare for this Report, Port staff engaged in the following activities:

Research and Outreach – The Port reached out to various internal department leads and staff to gather vital information on the various sections of the Report.

Article-writing, Photography, and Design –

Writing content for each article takes brainstorming, drafting, editing, rewriting, and finalizing. Photography is taken consistently at the Port, in and around the facilities, and at various off-site events throughout the year. A key element of this year's design direction is a style of illustration derived from photographs that are hand-painted digitally in Photoshop.

Distribution – Due to the shutdowns surrounding the worldwide COVID-19 pandemic, Port staff could not attend the conferences and trade shows where we would normally hand out physical copies of the Report. Accordingly, we only had 250 copies produced (in normal years 500-1,000 copies would be typical). Of those 250, 130 went to our tenants.



The Port solicited draft articles from every corner of our operations, including the Port's fully accredited Police Department.

However, this didn't prevent us from widely distributing the Report through social media. Online posts directed viewers to our website where the Report could be viewed with an elegant page-flipping interface. There, the Report page received 480 views.

Evaluation – To measure the success of the Report, the Port seeks direct, honest, anonymous feedback through the use of a survey administered online and in person. The Port's primary target audience is the maritime industry and the Stockton and Central Valley business community and local government. Secondary target audiences are the general public of Stockton and those who live in the Central Valley region who might be interested in what the Port does.

4. WHAT ACTIONS WERE TAKEN AND WHAT COMMUNICATION OUTPUTS WERE EMPLOYED IN THIS ENTRY?

To create a Report that successfully communicates the Port's proactive vision for a prosperous future, the following strategies were implemented:

Highlight the Port's Success

Provide financial information, tonnage breakdowns, a list of trade partners and tenants, and other hard data to show the scope and scale of the Port's business operations.

Feature Environmental Programs

Share projects the Port is spearheading that will improve the overall environmental health of the Port and surrounding region, including energy efficiency initiatives.

Demonstrate Community Investment

Highlight ways the Port actively engages with and improves the city of Stockton and Central Valley region. The Port supports a number of organizations working diligently to improve our community.

Communications and Public Involvement sub-contractor, HDR, was engaged to guide the development of

the Report and manage the creative design. The Port also regularly hires a freelance photographer to take both on-the-ground and drone photography in and around the Port. This year, a freelance artist was utilized to create the numerous painterly illustrations seen throughout the report (see page 3). Every year, the Port always returns to Parks Printing, a locally-based print shop that always produces books of the highest quality. We work with Parks to ensure a high-quality Report arrives on-time for proper distribution.

To accomplish the creation of this Report, HDR developed and implemented the following project timeline:

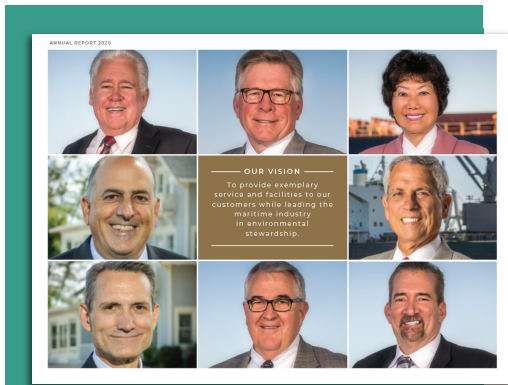
TASK	RESPONSIBLE	DATE
Kick-off meeting with Department Leads	Port/HDR	10/7/20
Determine sections/article direction (word count/topics)	Port/HDR	11/20/20
Provide tenant list, staff list, awards	Port	12/18/20
Gather photography for report	Port/HDR	12/21/20
Provide draft section content	Port	1/8/21
Submit draft design layout for approval	HDR	1/15/21
Provide comments on Report design	Port	2/5/21
Provide photos to illustrator	HDR	2/17/21
Final revenue/tonnage numbers	Port	3/26/21
Submit complete draft for approval	HDR	4/9/21
Port provides final changes	Port	4/14/21
Submit final draft for approval	HDR	4/16/21
Final draft approval	Port	4/20/21
Format report for printing & send to printer	HDR	4/22/21
Create AnyFlip online version of Report	HDR	4/29/21
Printed reports arrive	Parks Printing	5/14/21
Begin distribution	Port	5/18/21

Photographs throughout the Report show a busy port in action. Multiple photos depict green energy materials, including wind turbine blades, showing the Port's role in combating climate change.



5. WHAT WERE THE OUTCOMES OF THE COMMUNICATION FROM THIS ENTRY AND WHAT EVALUATION METHODS WERE USED TO ASSESS THEM?

Feedback on the Report has been anecdotal in nature but almost unanimously positive. Readers have loved the dazzling photography, the approachable, colorful design and clean layout, and the informative articles on every aspect of the Port's activities.



The Director and Board of Commissioner's introductory message is accompanied by their portraits and a statement of the Port's Vision.

Another sign of the Report's success is the utility it provides and the results it brings in the policy-making arena. The Reports are regularly provided to House and Senate Representatives and their staffers, as the Port justifies additional funding for U.S. Army Corps of Engineers dredging projects from the Office of Management and Budget, U.S. Fish and Wildlife Service, National Marine Fisheries Service, Department of Transportation, Department of Commerce, and the Department of Homeland Security. As Jeff Wingfield, the Port's Director of Environmental and Public Affairs, explains: "We typically start out our meetings by opening to a specific page as a reference point and leave with staff as a reminder/leave behind. The visuals really help hammer home our points for additional federal funding and support as they see the bustling seaport and our cargo throughput and job numbers! Most people not in the area think of Stockton as a sleepy port but the images and figures help to demonstrate otherwise."

In this way, the Report serves as a helpful tool in demonstrating the Port's dynamism to policy-makers, thus ensuring the continued funding of dredging and other projects that keep the Port running strong.