

Vaccet

City of Brookings WORKSHOP Agenda

CITY COUNCIL

Monday April 2, 2012, 4:00pm

City Hall Council Chambers, 898 Elk Drive, Brookings, OR 97415

A. Call to Order

B. Roll Call

C. Topics

1. ODOT Chetco Avenue Pedestrian Activated Crosswalk [Public Works, pg. 2]
 - a. Proposed improvements [pg. 3]
2. Bi-Mart Pedestrian Accessibility Plan & Railroad Street Crosswalk [Public Works, pg. 4]
 - a. Area map [pg. 5]
 - b. Excerpt of Cove Road proposed crosswalk improvement [pg. 6]
 - c. In-road pedestrian warning signs [pg. 8]
3. Hassett Street sidewalk improvements and use of Deferred Improvement Agreements [Public Works, pg. 9]
 - a. Site map [pg. 10]
4. Local Contractor Preference [City Manager, pg. 11]
 - a. HB 3000 [pg. 13]
 - b. Manteca article [pg. 15]
 - c. Moreno Valley article [pg. 16]
5. Marketing [City Manager, pg. 18]
 - a. City Marketing Group meeting notes [pg. 19]
 - b. January 2012 Economic Development Strategy [pg. 21]
 - c. Related articles [pg. 26]
6. "Today in America" [City Manager, pg. 52]
 - a. Local Focus article on City of Newport "Today in America" project. [pg. 54]
 - b. Yahoo News article on City of Elizabethtown "Today in America" article. [pg. 55]

D. Council Member Requests for Workshop Topics


E. Adjournment


All public City meetings are held in accessible locations. Auxiliary aids will be provided upon request with advance notification. Please contact 469-1102 if you have any questions regarding this notice.

CITY OF BROOKINGS
Council WORKSHOP Report

Workshop Date: 4/2/12

Originating Dept: Public Works



Signature (submitted by)


City Manager Approval

Subject: ODOT Chetco Pedestrian Activated Crosswalk at Movie Theater

Recommendation: Proceed with installation of pedestrian crossing improvements.

Financial Impact: Up to \$15,000 from Streets operating and/or Streets system replacement and development funds

Background/Discussion:

ODOT has recently approached Public Works staff with a quote for installation of a pedestrian activated warning beacon system at the Chetco Avenue crosswalk near the movie theater. The quote is roughly \$15,000 of which ODOT may be willing to support a small portion of the costs, but did not indicate how much they would contribute. Staff is looking for Council's perspective on Public Works Street budget being applied to this project for costs up to \$15,000. Please see the attached example of a pedestrian activated warning beacon system.

Staff recently attended an Disability Services Advisory Council (DSAC) meeting and the group clearly was interested in improvements at this pedestrian crossing location.

Attachment(s):

1. Proposed pedestrian improvements

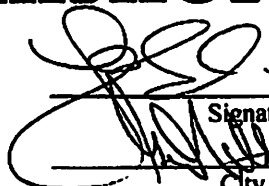


CITY OF BROOKINGS

Council WORKSHOP Report

Workshop Date: 4/2/12

Originating Dept: Public Works



Signature (submitted by)

City Manager Approval

Subject: BiMart Pedestrian Accessibility Plan and Railroad Street Crosswalk

Recommendation: Staff recommends waiting until the Cove Road Improvements are constructed and the results of the pedestrian counts are evaluated to consider a crosswalk location.

Financial Impact: Approximately \$15,000 to \$20,000 for a striped crosswalk and pedestrian activated warning beacon light from Streets system replacement and/or system development funds.

Background/Discussion:

Staff has received requests and inquiries for pedestrian access to the new BiMart facility and there has been concern from the public over the safety of pedestrians crossing Railroad Street. This issue had been brought up at the last Traffic Safety Committee, the Disability Services Advisory Committee (DSAC), numerous phone calls to the Public Works Director, and letters to the editor.

Volunteers in Police Service (VIPS) have been at the site assisting with traffic control since the BiMart grand opening. Public Works staff is soliciting VIPS input on pedestrian access, and requesting counts and locations to be documented in a manner similar to a traffic study.

It is the position of staff that a midblock crosswalk or crosswalk at an uncontrolled intersection may pose more risk to the pedestrian than by installing a crosswalk. At an uncontrolled intersection or mid block location, pedestrians may be given a false sense of safety in a striped crosswalk.

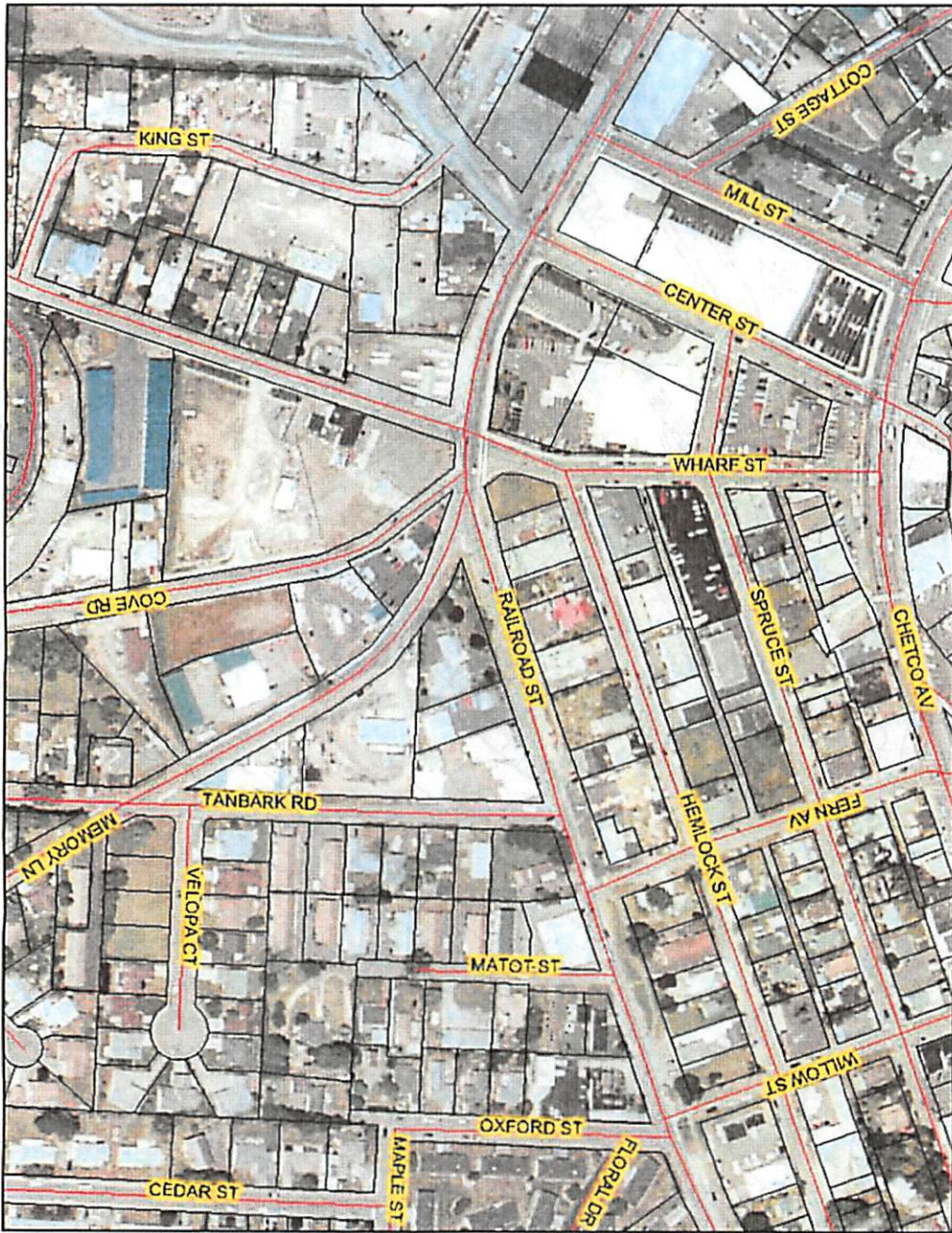
Currently the Cove Road Improvement project includes the attached proposed Railroad Street cross walk with a pedestrian activated warning beacon light at the attached location and is being bid as a "bid alternative." As a bid alternative, staff can consider whether to recommend the alternative at the time of bid award at Council.

Staff is also looking into a new idea for in road pedestrian warning signs and would welcome the Council's perspective on whether they consider this a viable option. Please refer to attachment 3.

Attachment(s):

1. Area map
2. Cove Road Improvement excerpt of proposed crosswalk improvements
3. In road pedestrian warning signs

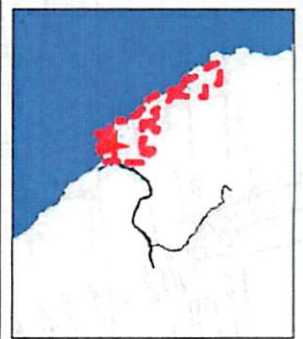
Attachement 1 - Area Map



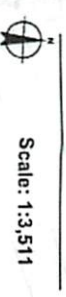
This map is a public resource of general information. Use this information at your own risk. Curry County makes no warranty of any kind, expressed or implied, including any warranty of merchantability, fitness for any particular purpose or any other matter.

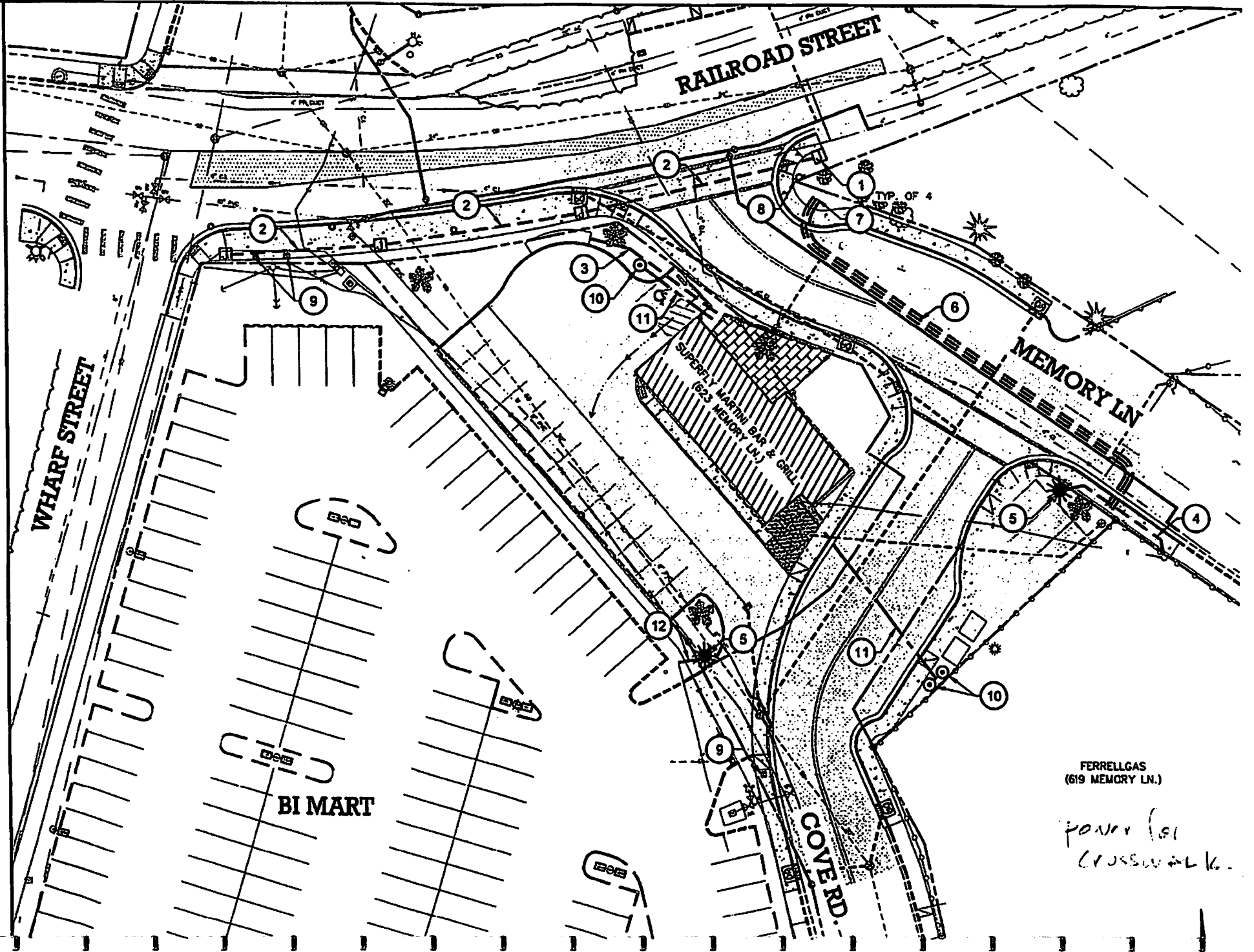


Map center: 42° 3' 1.5" N, 124° 16' 54.9" W



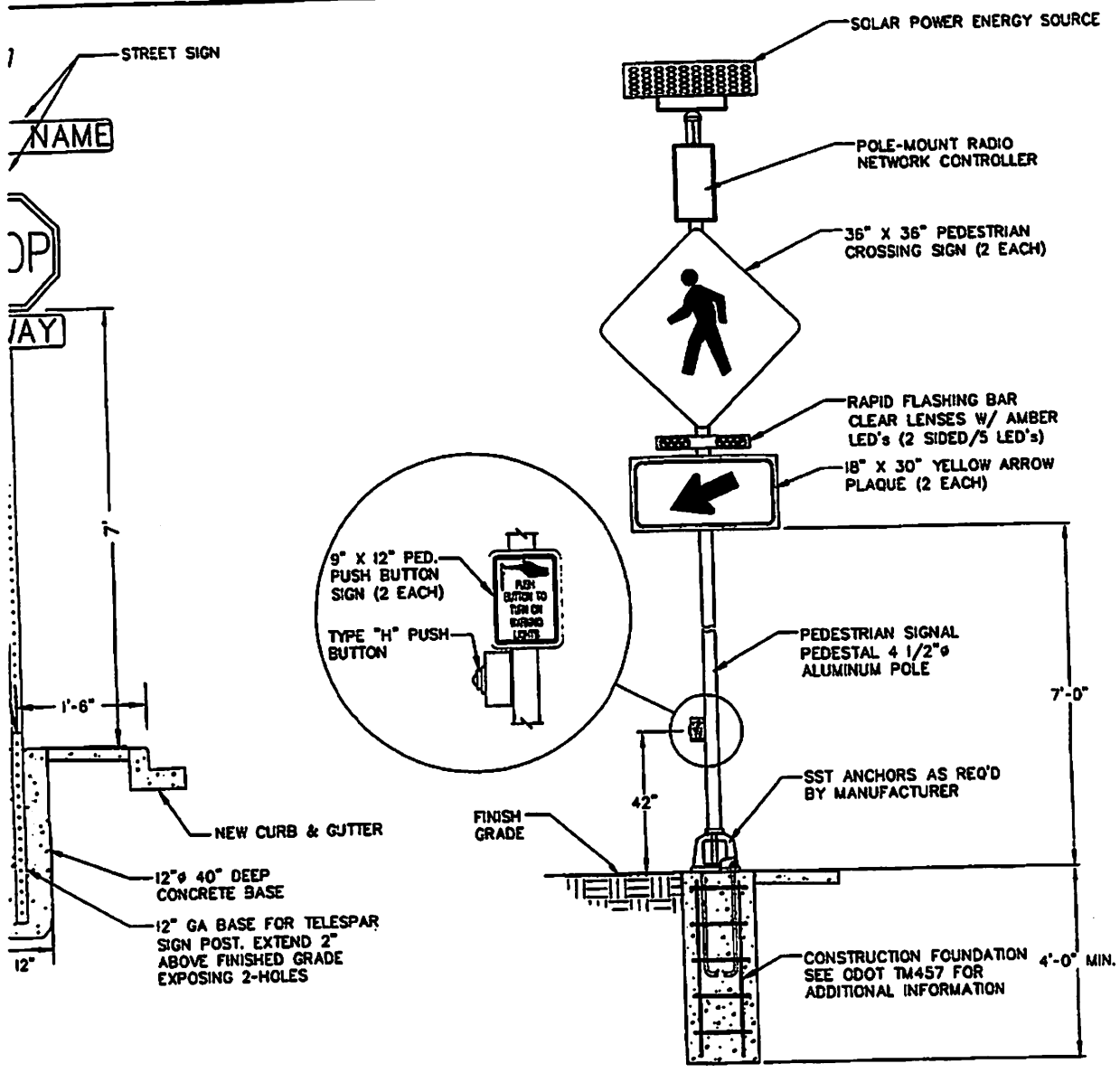
- Legend**
- RIVERS
 - ROADS
 - PARCELS
 - URBAN GROWTH BOUNDARY
 - OCEAN





FERRELLGAS
(619 MEMORY LN.)

POWER (at
CROSSWALK.)



SIGN (C)
N.T.S.



SIGN
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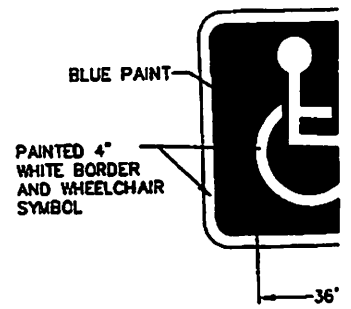
INSTALLATION (1)
S1

TO BE DIAMOND GRADE.
STREET SIGNS ARE TO

RECTANGULAR RAPID FLASH BEACON (RRFB) (2)
NOT TO SCALE S1

NOTES: FOR MORE INFORMATION SEE ODOT DETAIL NO. DET4437

Of other sign?



ACCESSIBILITY PARKING
N.T.S.

PROFESSIONAL
R
LOKSON
11/13

SUBMITTED BY: _____ DATE: _____
APPROVED BY: _____ DATE: _____

REVISIONS				
REVISED	DESCRIPTION	SUBMIT.	APPR'D.	DATE

DESIGNED: MWE
DRAWN: ACH
CHECKED: MWE
APPROVED: XXX

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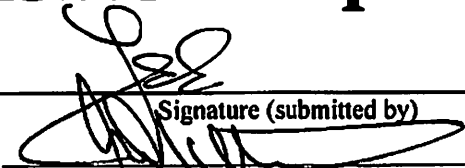
To see all the details that are visible on the screen, use the "Print" link next to the map.



CITY OF BROOKINGS
Council WORKSHOP Report

Workshop Date: 4/2/12

Originating Dept: Public Works



Signature (submitted by)

City Manager Approval

Subject: Sidewalk Improvements to Hassett Street and Use of Development Improvement Agreements (DIA)

Financial Impact: Approximately \$20,000 for the sidewalk improvements which would be offset by implementing the DIAs sidewalk, storm drain and paving improvements.

Background/Discussion:

It was determined upon research there are several recorded development impact agreements along Hassett Street, which is the location of the 2011-12 Street Improvement project. The Hassett Street improvements are proposed from 7th Street to Pioneer and the design proposal from Dyer did not include sidewalk, only road and drainage improvements. Some of the existing DIAs require the property owner to contribute not only sidewalk improvements, but storm drain and road surface improvements fronting their properties. Therefore, if all fronting properties with recorded DIAs were to contribute to the cost of the overall project, the savings could be allocated to a sidewalk that provides linkage to existing sidewalks as highlighted in Attachment 1. The proposed length of sidewalk is roughly 460 feet by 5 feet wide on the south side of Hassett St. This cost does not include a potential easement along one of the properties.

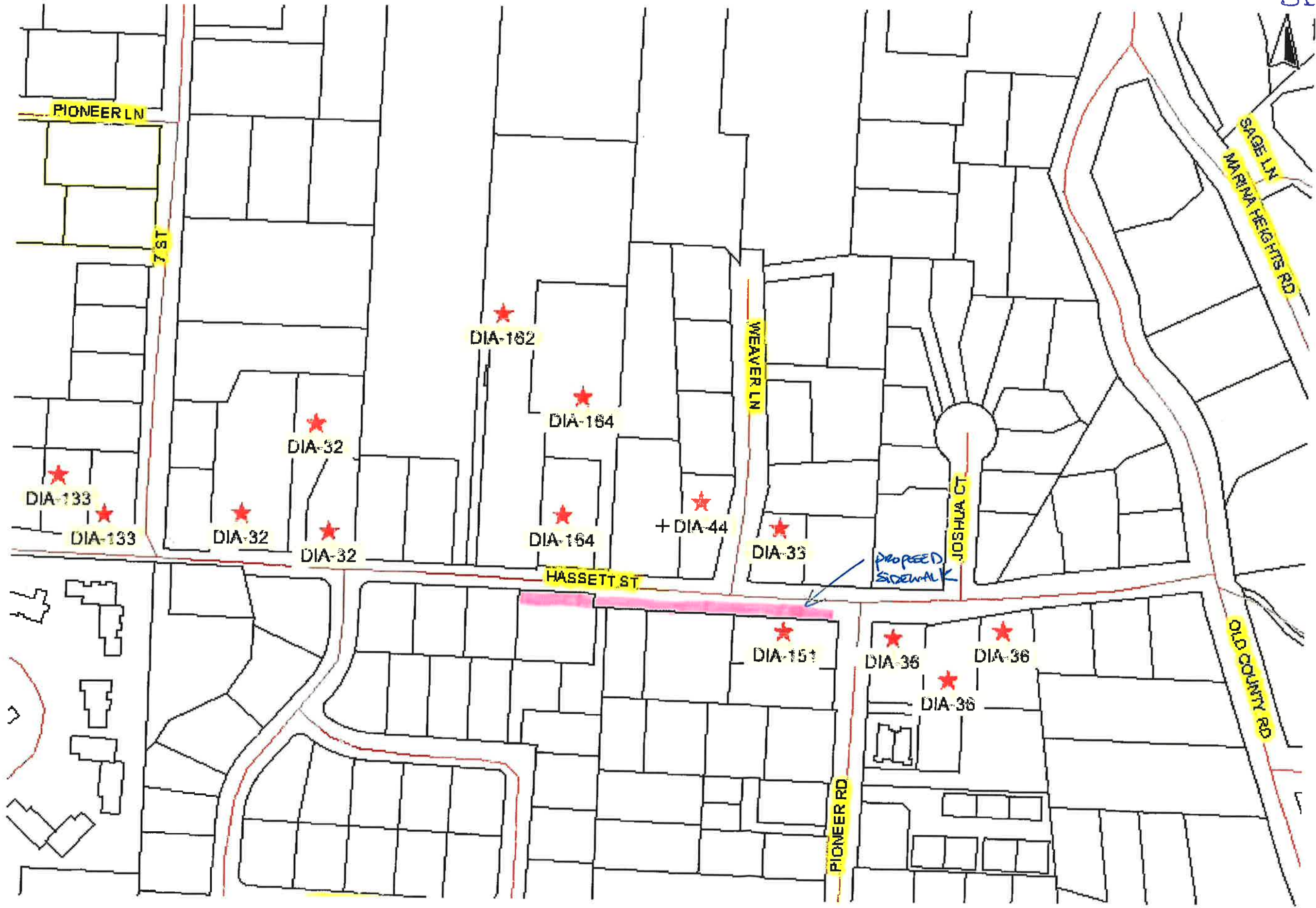
Policy Considerations:

Costs and impact to the property owners associated with implementing a DIA.

Attachment(s):

1. Site map

Hassett
DIA

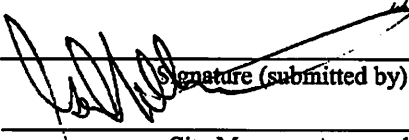


CITY OF BROOKINGS

COUNCIL WORKSHOP REPORT

Meeting Date: April 2, 2012

Originating Dept: City Manager



Signature (submitted by)

City Manager Approval

Subject: Local Contractor Preference

Recommended Action: None

Background/Discussion:

The City Council requested that the administration research the possible enactment of regulations establishing some form of local contractor/vendor preference for City purchases of services and/or supplies.

In 2011, the Oregon Legislature approved, and the Governor signed, HB 3000 creating a local vendor preference program effective January 1, 2012. However, that new law only goes so far as to authorize a local preference for "goods that are fabricated or processed or services that are performed" entirely within the State of Oregon. This provision has become a part of the "Model Rules" for purchasing issued by the Attorney General, and is incorporated by reference into the City's contracting regulations.

Staff has conferred with the City Attorney concerning this matter and is advised that the City could adopt local vendor preference provisions for purchases of goods and services under \$5,000. Attached is information on two methods of providing local preference, both from California:

- In Manteca, local vendors for publicly bid contracts are provided a 5.0 per cent preference, and local vendors offering professional services are provided a five-point preference or bonus in the formal evaluation of proposals.
- In Moreno Valley, local vendors are provided with a 1.0 per cent preference for purchases that are subject to the sales tax.

Staff can research additional examples. .

The City's rules currently provide, consistent with State regulations, that Staff is authorized to make purchases of "goods or services" of up to \$25,000 "after attempting to obtain three oral or written quote." Thus, administratively and informally the City staff could limit its range of soliciting quotes to a smaller geographic area; as a practical matter, this is already the practice on many smaller items and services. However, there have been instances when the price differential between a local vendor and an out-of-area vendor is significant. The City needs to be cognizant that, while making every effort to shop locally in support of local business is important, the City also needs to be a good steward of taxpayer dollars.

Staff is looking for some indication from the Council as to whether this matter is of interest prior to proceeding further

Attachment(s):

- a. HB 3000
- b. Manteca article
- c. Moreno Valley article

**Enrolled
House Bill 3000**

Sponsored by Representative CLEM, Senator BATES; Senators MONNES ANDERSON, VERGER
(Pre-session filed.)

CHAPTER

AN ACT

Relating to preferences in public contracting; creating new provisions; amending ORS 279A.128; and declaring an emergency.

Be It Enacted by the People of the State of Oregon:

SECTION 1. ORS 279A.128 is amended to read:

279A.128. (1) As used in this section, "services" means services as defined in ORS 279A.010 (1)(kk) and personal services designated under ORS 279A.055.

(2)(a) Notwithstanding provisions of law requiring a contracting agency to award a contract to the lowest responsible bidder or best proposer or provider of a quotation, a contracting agency that uses public funds to procure goods or services for a public use under ORS chapter 279B may give preference to procuring *[an agricultural product that is]* goods that are fabricated or processed, or services that are *[produced and transported]* performed, entirely within this state if the *[agricultural product costs]* goods or services cost not more than 10 percent more than *[an agricultural product that is]* goods that are not fabricated or processed, or services that are not *[produced and transported]* performed, entirely within this state. If more than one bidder or proposer qualifies for the preference described in this subsection, the contracting agency may give a further preference to a qualifying bidder or proposer that resides in or is headquartered in this state.

(b) The contracting agency by order may set a higher percentage *[by order]* than the percentage set forth in paragraph (a) of this subsection if the contracting agency, in a written determination to support the order, finds good cause to set the higher percentage and explains the contracting agency's reasons and evidence for the finding.

(3) Notwithstanding ORS 279C.320 (1), subsection (2) of this section does not apply to emergency work, minor alterations, ordinary repairs or maintenance work for public improvements or to other construction contracts described in ORS 279C.320 (1).

SECTION 2. (1) The amendments to ORS 279A.128 by section 1 of this 2011 Act become operative January 1, 2012.

(2) Before January 1, 2012, the Attorney General, the Oregon Department of Administrative Services and a contracting agency that adopts rules under ORS 279A.065 may adopt rules that are necessary to enable the Attorney General, the department and the contracting agency to exercise, on and after January 1, 2012, all the duties, powers and functions conferred on the Attorney General, the department and the contracting agency by the amendments to ORS 279A.128 by section 1 of this 2011 Act.

SECTION 3. The amendments to ORS 279A.128 by section 1 of this 2011 Act apply to contracts that a contracting agency first advertises or otherwise solicits or, if the contracting agency does not advertise or solicit the contract, to contracts that the contracting agency enters into on or after the operative date specified in section 2 of this 2011 Act.

SECTION 4. This 2011 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2011 Act takes effect on its passage.

Passed by House April 29, 2011

.....
Ramona Kenady Line, Chief Clerk of House

.....
Bruce Hanna, Speaker of House

.....
Arnie Roblan, Speaker of House

Passed by Senate May 26, 2011

.....
Peter Courtney, President of Senate

Received by Governor:

.....M.,....., 2011

Approved:

.....M.,....., 2011

.....
John Kitzhaber, Governor

Filed in Office of Secretary of State:

.....M.,....., 2011

.....
Kate Brown, Secretary of State

City Manager's Blog

Steve Pinkerton has been the City Manager of Manteca since June 16, 2008. He served as Redevelopment Director for the City of Stockton, California from 1994 to 2008. He has also worked for the cities of Long Beach and Redondo Beach. Born in Wisconsin, Mr. Pinkerton has a Master's degree in Urban Planning and a Master's Degree in Economics from the University of Southern California, and Bachelor's degrees in Economics and Geography from the University of Missouri.

MONDAY, APRIL 13, 2009

Local Vendor Preference Program

Economic Development is a high priority for the City of Manteca. This not only includes bringing new businesses to Manteca, but retaining our existing businesses as well. To this end, we are investigating every means possible to help sustain local businesses during the economic downturn. One means to sustaining local businesses is to ensure that the City of Manteca is using local businesses whenever legally possible.

This past Tuesday, the City Council formally adopted the Local Business Enterprise Preference policy. Essentially, eligible local vendors for publicly bid contracts are provided a 5% preference, and eligible local vendors offering professional services are provided a 5-point preference in staff's evaluation of the proposals.

This program will provide the best of both worlds. The City of Manteca is assured of getting the lowest cost possible for its purchases while still providing local vendors with top priority in competing for our purchases.

A copy of the policy is attached.

[Local%20Vendor%20Preference%20Policy.docx](#)

Labels: [City Council](#)

posted by City Manager @ 11:52 PM

Contributors

[Tim Dyke](#)
[City Manager](#)
[Kirk Waters](#)
[Suzanne Mallory](#)
[Joann Tilton](#)
[Steve Houx](#)
[Joe Kriskovich](#)
[Karen McLaughlin](#)

Previous Posts

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[Highlights from "The Week in Review" \(Property\) Tax Day](#)
[2009 Housing Element Redevelopment](#)
[City Council Update](#)
[City Council Meeting Headliners](#)
[Items of Interest from "The Week in Review"](#)
[One More News Report](#)
[Government Pay Scales Dropping](#)

5 Comments:

At [April 14, 2009 11:15 PM](#), [American Hero](#) said...

Doesn't this rule make the taxpayer of Manteca pay more for projects? (The city is required to contract with the higher priced bid in some cases?)

At [April 14, 2009 11:32 PM](#), [City Manager](#) said...

No, if the Manteca bidder wants the project, he has to match the low bidder.

At [April 15, 2009 5:05 AM](#), [American Hero](#) said...

Thanks for your comment. I see where the "local guy" has to "match" the winning bid. (Word 2007? You're killing me with this fancy government software.) But what about perverse incentives?

If the local guy knows he can after the fact lower his bid to win doesn't that create less of an incentive to enter a low bid to begin with? I.e. there will be a tendency for local bids to come in higher, hence the taxpayer has to pay more.



FOR IMMEDIATE RELEASE
June 08, 2009

News Release

CONTACT: Rix Skonberg
C.P.M. Purchasing & Facilities Division Manager
951.413.3190 rixs@moval.org

Moreno Valley City Council Establishes Local Vendor Preference

The Moreno Valley City Council has approved a new purchasing ordinance establishing a local vendor preference. The intent of this preference is to enhance local vendors' competitiveness when bidding on materials and supplies purchased by the City. The preference applies only to businesses located within Moreno Valley and equals one percent (1%), which represents the City's portion of sales tax generated on the sales transaction. Purchases not subject to sales tax would not qualify for the local vendor preference.

This new local vendor preference will be advantageous to Moreno Valley businesses and is also intended to help stimulate the local economy. The new purchasing ordinance establishing the local vendor preference will take effect June 12, 2009.

For further information, contact Rix Skonberg, Purchasing and Facilities Division Manager, at 951. 413.3190.

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[Close this Page]

[Print this Page]

Moreno Valley Municipal Code

Up Previous Next Main Search Print No Frames

Title 3 REVENUE AND FINANCE
Chapter 3.12 PURCHASING

3.12.150 Materials, supplies and equipment—Local vendor preference.

Preference shall be given to local vendors for the purchase of supplies, materials and equipment, quality and price being equal, provided the local vendor meets the requirements of this chapter.

Additionally, the city may in its sole discretion, reduce an original bid submitted by a qualified local vendor by an amount equal to one percent, representing the city’s portion of sales tax, provided the conditions below are met:

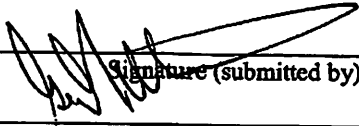
1. In determining whether to reduce the original bid of a qualified local vendor, the city shall consider its needs, the contract requirements, the qualifications of all vendors, and all other relevant factors.
2. Thereafter, the local vendor shall be considered to have submitted the preference bid as determined by the purchasing manager.
3. The local vendor preference shall apply to all contracts awarded by the city except for the following contracts:
 - a. Where sales tax to the city is not collected;
 - i. Where a service is considered for a local bidder preference, taxes must be received.
 - b. A contract for a public project or any other contract required to be awarded to the lowest responsible bidder by state or federal law;
 - c. A contract, which if awarded based upon application of the local vendor preference, would be prohibited by state or federal law or regulation;
 - d. Contracts required as a result of an emergency where a delay in the performance of the contract would jeopardize the public health, safety or welfare of the residents of the city;
 - e. Contracts where a significant function of city government would be seriously threatened if the contract were not entered into expeditiously as determined by the city;
 - f. A contract which if awarded based upon application of the local vendor preference would result in the loss of state or federal funding. (Ord. 790 § 2, 2009)

CITY OF BROOKINGS

COUNCIL WORKSHOP REPORT

Meeting Date: April 2, 2012

Originating Dept: City Manager



Signature (submitted by)

City Manager Approval

Subject: Marketing

Financial Impact: \$5,000 budget transfer

Background/Discussion:

Management recently convened a group of local marketing professionals to discuss ideas for marketing the community to new residents, specifically targeting retirees and Pelican Bay State Prison employees. Attached is a summary outline from those meetings.

Also attached is a body of research that has been developed on marketing communities to attract retirees.

The City Council's 2011-12 Strategic Plan includes: *"Develop a business and resident attraction program."*

At this point, staff believes the best direction would be to retain professional services to develop a marketing plan and budget for implementing a targeted marketing plan. Staff has completed preliminary research on the cost of preparing a plan/budget and believes that it can be accomplished for less than \$5,000. Staff plans to reallocate funds from contract services in the Planning Department budget to undertake this project.

The product would include a marketing plan and budget for implementation. City management would then seek partners from within the community to help fund implementation of the Plan.

Attachment(s):

- a. City Marketing Group meeting notes
- b. January 2012 Economic Development Strategy
- c. Several related articles

City Marketing Group

In attendance: Gary, Kristine, Judy, Jan, Anne, Jan & Grant

Goal: Attracting new residents to Brookings, OR

Target Groups:

- Retirees
- Snow Birds
- Second Home Owners
- Employees of Businesses (Prision, Hospitals, State, etc.)

Reasons residents choose Brookings:

- Lifestyle/Quality of Life
 - Schools
 - Health Services
 - Spiritual Needs
 - Clean Air / Water
 - Friendly People / Events
- Remote location
- Recreational Pursuits

It was decided that a marketing plan needs to be created to reach the group's goal of creating programs to attract new residents to Brookings. Starting with a SWOT Analysis:

Strengths (sources from Gary's list):

- Services to Residents
- Economic Advantages
- Lifestyle Advantages

Weaknesses:

- Weather
- Location/Remote/Distance to Family
- Limited Retail & Dining options
- Lack of Transportation

Opportunities:

- Recreation Events (Bikes, Surfing, Fishing, etc.)
- "Bike-able Brookings"

Threats:

- Air Service Loss
- Acts of God (Tsunami's, earthquakes, etc.)
- Gold Beach / Crescent City (surrounding towns)

Below is a refresher on the SWOT analysis concept. It is geared towards businesses, but should be relevant for our group. I included this to help us come up with more ideas for our next meeting:

Strengths

These are the internal attributes that add value and give you a competitive edge over others (be it companies or colleagues). So, take an objective look at:

What do you do well?

- What is your USP (unique selling points)?
- What advantages you have over others?
- What relevant resources you have access to?

Weaknesses

Its time for a reality check, be realistic and focus on the harmful gaps in your capabilities. Though these factors may detract from your abilities, they are well within your control. Think in terms of:

- What are you doing badly?
- What should you improve?
- What should you avoid?

Examine them from your own point of view as well as what others see as your weaknesses.

The unpleasant truths may include but are not limited to shallow skills, inability to achieve results, lack of experience, inferior service, damaged company reputation or poor business location.

Opportunities

Analyze external attractive factors facing you like positive market trends and try to uncover greater potential.

Even studying your strengths or looking to eliminate weaknesses can open up a window of new opportunities. They may comprise an expanding job, new markets and other prospects for further development.

Threats

Threats are external obstacles in your path that are largely beyond your control. They are characterized by unfavorable trends like downsizing, obsolescence, price wars, competitors with superior skills/products, shifts in consumer tastes and changing technology. Yet, what constitutes opportunities and threats is largely subjective, as a situation like 'an unfulfilled consumer need' can be an opportunity for a company that can meet that need while a threat to those that cannot!

Brookings: Oregon's South Pacific

CITY OF BROOKINGS ECONOMIC DEVELOPMENT STRATEGY and ACTION PLAN *January 2012*

The City of Brookings has undertaken a number of activities formulating the basis for an Economic Development Strategy in recent years including:

- The Proud Study (2000)
- The Downtown Master Plan (2002)
- Urban Renewal Plan (2002)
- Systematically updating the Land Development Code (2007-2009)
- Updating infrastructure master plans (2007-2008)
- The Lone Ranch Master Plan of Development (2004 and 2009)
- ECONorthwest Economic Opportunities/Development Strategy (2009)

The City Manager prepared several “white paper” reports on economic development in 2008 and an Economic Development Strategy document in June 2009. During the 2009 goals setting meeting, it became evident that the City Council is desirous of a more aggressive approach to facilitating economic development.

The City Manager has also reviewed various other documents, including the Curry County Economic Development Plan, and the Del Norte County Tri Agency Economic Development Plan.

City staff has participated in various community meetings economic development discussions, including the local Board of Realtors, Chamber of Commerce, Curry Promotional Alliance and others. The City Manager has met with other groups and individuals with future economic development related interests in Brookings, including representatives of Lone Ranch LLC, the Smith River Rancheria, Southwestern Oregon Community College, Border Coast Airport Authority, Curry Health District and others. The City Manager convened a meeting of local marketing professionals to discuss the development of a marketing plan in November 2011. During the 2011-12 budget process, the City Manager recommended retention of an economic development specialist to assist the City in a proactive approach to matching up local landowners and business leaders with developers and development funding; this project was deleted by the Budget Committee. In May 2011, the City Manager facilitated a meeting between Curry County, City of Brookings, City of Crescent City and Del Norte County representatives to explore the possible expansion of the Tri-Agency Economic Development Commission to include Curry County; this concept apparently lacked support..

Staff recommends that the City Council adopt the following policy statements and Action Plan for economic development.

DEFINING THE CITY'S FUTURE ECONOMIC BASE

While these are difficult economic times in which to develop an economic vision for the community, the City Council finds that the City's economic future will rely heavily upon:

1. Retaining existing resource-based business and industry, including lumber production and fishing, to the greatest extent possible. These activities typically provide better “living wage” jobs than are found in tourism or service industries.
2. More retirees as full time residents. Retirees bring with them entitlement incomes. The development of an employment base and the same level of infrastructure needed to support

business/industry are not needed with a retirement-based community as retirees import income from elsewhere and contribute to the local economy from their home. Retirees bring a job and a “salary” with them...their job is being retired.

3. Employees who work in Del Norte County and live in Brookings.
4. Sustaining and expanding tourism.
5. Attracting “boutique industry”...smaller entrepreneurs who do not need to be located in an urban area are increasingly interested in moving their family business to an area where they and their employees can enjoy a better quality of life. “Quality of life” has a number of elements, including public safety, education, parks, health care, clean air and being able to have a sense of pride in the community where you live.
 - ❖ The same “quality of life” ribbon runs through business attraction, tourism, and recruiting new residents.
6. Service and retail industry to support people “employed” in 1-5 above.
7. State and National Parks.

ASSETS AND CONSTRAINTS

Assets and constraints to economic development in Brookings have been well documented in earlier studies and reports. The City Council finds that the top three major constraints to attracting more retiree homeowners to Brookings are:

1. Access to medical care.
2. Transportation...air and ground (“to visit the grandkids, medical and shopping).
3. Lack of shopping and entertainment opportunities.

Other economic development constraints identified through discussion with community stakeholders include:

- Lack of available sites for light industry.
- Lack of continuing education/job training opportunities.
- High utility connection costs (SDCs) for some business classifications.
- Need for more/better local recreational amenities.
- National economic trends and regulation of resources (lumber, fishing).

Assets related to building the future economic base include:

- Comparatively (with California) low property costs.
- Comparatively low taxes.
- Mild coastal climate.
- Attractive physical environment.
- Sustainable resource usage practices.
- Proximity to California and a major California State employer.
- Community-based organizations offering a variety of social opportunities.

GETTING THERE

Based upon a comprehensive review of the forgoing, the City’s economic development strategy consists of the following action items:

1. ***Assist Curry Health Network in securing approval of an Emergency Room designation at the Brookings Clinic.*** The 2009 Strategy was “Improve access to medical care: *Work with the Curry*

Health District to facilitate the development of a 24-hour urgent care facility and hospital on the 7.5-acre parcel adjacent to the Civic Center. This would involve annexing the Brookings area to the District. Work with public and private transit agencies to establish a ground shuttle transportation system to medical service providers in Medford.” A new clinic with an Urgent Care unit has been constructed adjacent to City Hall. The Health District has been seeking approval of an Emergency Room designation for this facility, which would be an enhanced level of critical care.

2. *Improve transportation systems.*

- a. Continue working with the Border Coast Airport Authority to redevelop Del Norte Airport and attract additional commercial air carriers, specifically to add northbound service.
- b. Develop an intergovernmental agreement with Curry County to develop a master plan for the Brookings Airport area and pursue funding for infrastructure construction.

3. *Make more property available for light industry.*

- a. Work with the County to develop a plan for providing infrastructure to the Brookings Airport and adjacent properties that could support light industry.
- b. Make the existing City Public Works Maintenance Yard available for private industrial development.

4. *Make park and recreation facilities part of the economic development plan.* Parks are an existing resource that can be built upon. The quality of parks and public areas are a significant part of the decision making process by retirees, small business entrepreneurs and others considering relocating to the community. Parks are also part of the tourism economic base. Brookings could market itself as “the City of parks.” Elevate park maintenance and development to the same level as other economic development endeavors. Pursue the following projects:

- a. A new aquatics facility. Possibly an ocean view/front indoor water park type of facility.
- b. Develop a “Brookings: City of Parks” marketing campaign promoting City parks and the City’s proximity to State and National Parks.
- c. Budget for improvements to sports field improvements at Azalea Park and Cross Park; promote those facilities for regional tournaments.
- d. Work with the golf course lessee to establish a reliable water supply source and to complete facility improvements contemplated in the golf course improvement plan.
- e. Budget for improvements to the Mill Beach access.

Community amenities include local events, such as the Kite Derby, Festival of the Arts, Azalea Festival, summer music series and holiday lights festival. The City should continue to support these activities.

5. *Create more incentives for downtown urban renewal.* The City has waived the off-street parking requirements for property located in the downtown business district, has invested thousands of dollars in façade improvement projects, and street/pedestrian/drainage improvements. Waiver of the off-street parking requirements has transferred the responsibility for this infrastructure to the City.

- a. Restart the facade improvement grant program through the Urban Renewal Agency.
- b. Begin purchasing land for off-street parking.

- c. Develop a business incentive package that would include items including subsidizing System Development Fees and building permit fees for targeted businesses in the downtown area, and waiving first-year business license fees.
6. **Utilize the college.** The 2009 Strategy included: *“Build the college and work with the college leadership to develop programs that will assist in developing a local workforce appropriate to the local economy, and to provide continuing education opportunities to the retirement community.”* The college has been built; the City should continue to be engaged in assisting in matching employee development needs with college programs.
7. **Develop and implement a marketing plan.**
- a. Retain the services of a marketing consultant to develop a marketing plan and marketing funding strategy to target-market retirees and California State employees.

According to California labor market statistics, the number of California State employees working in Del Norte County rose by 6.0 per cent from December 2007-December 2008. In a meeting with realtors, it was noted that sales to California State employees (Pelican Bay, Agricultural Station, etc.) make up a sizeable portion of real estate acquisitions. About 30 per cent of current prison employees reside in the Brookings area.

8. **Continue support of tourism expansion.** The City currently appropriates a portion of the Transient Occupancy Tax (motel tax) it collects to support Chamber of Commerce tourism promotion efforts. The Chamber of Commerce currently operates a visitor information center at the Port, and the State has relocated its visitor center to the Oregon/California border. While several private business operators in Brookings have installed visitor information kiosks or tables within their business, there is no clearly identifiable visitor information center along Highway 101 within the City. The City’s contract with the Chamber for tourism promotion expires July 1, 2012.
- a. Develop a plan for a visitor information center in downtown Brookings.
 - b. Issue an RFP for tourism promotion services.
9. **Improve Infrastructure.** Improvements are needed to the City’s water, sewer, storm drain and street systems. Specific projects that should be pursued as a part of the economic development effort include:
- a. Reconstruction/widening/channelization of Railroad Street.
 - b. Extending water and sewer service to the Airport.
 - c. Water, wastewater and storm drain capacity improvements.
10. **Revisit the old Visitor Center.** The former visitor center at Harris Beach State Park is now being used internally by the Parks and Recreation Department for small meetings. This area of the Park property has been designated as a future group campground area. However, State Parks may be considering alternatives.
- a. Initiate discussion with State Parks on the highest and best use for the former visitor center area.
11. **Act proactively and take advantage of emerging opportunities.**
- a. Retain the services of a real estate and economic development consultant to help initiate economic development projects with targeted Brookings landowners. Assess development potential of undeveloped or underdeveloped properties to assess development potential, identify potential development/financing partners, and lay the

groundwork development deals. Not included in this strategy report is discussion of a possible destination resort.

- b. There may be other economic development opportunities that do not seem feasible or are not conceivable at this time. The City should be prepared to consider such opportunities as they arise.

BEYOND BROOKINGS

In pursuing its economic development efforts the City needs to be cognizant of regional economic development efforts and develop relationships and partnerships with other agencies on mutually beneficial projects/programs.

- **The Port.** Staff receives many comments from the public as to how the Port of Brookings Harbor is a “diamond in the rough” and could become a larger regional tourism attraction. The City has little or no contact with the Port, although the Port has a significant economic impact on the City of Brookings. The City Manager recommends that an effort be made to develop a joint economic development strategy with the Port.
- **The College.** Southwestern Oregon offers a number of economic development related services, including the operation of a Small Business Development Center (a representative is in Brookings one day/week) and job training.
- **Del Norte County.** Del Norte County has reactivated the Tri-County Economic Development Authority. This agency...formed as a partnership by Del Norte County, the City of Crescent City and the Port of Crescent City...is pursuing an aggressive agenda to market Del Norte County for tourism and business relocation, development of the Port property, job training and reducing “retail leakage” (presumably to Brookings). The City should consider partnering in these efforts.
- **Smith River Rancheria.** Smith River Rancheria is fast becoming one of the largest employers in the area, with a large percentage of employees and tribal members residing in Brookings. Rancheria development plans include a major casino expansion, hotel, conference and recreation facilities, and affordable housing. These activities could have residual benefit to Brookings in attracting tourists, new business and new residents. Regular contact with the Rancheria management should be maintained to pursue projects of mutual interest.
- **Curry County.** The County has disbanded its Economic Development Department and this function is now a part of the Commissioner’s Office.



Marketing Your Community to Attract Retirees

An expanding new industry in America today is the attraction of affluent retirees. This industry presently generates billions of dollars annually in sales of such things as entertainment, financial services, health care, real estate, and utilities. This market presently controls half of the country's discretionary income.

The 69 million Americans in the 50+ market make up the fastest growing market sector in the United States. The bottom line: the number of younger retirees with a high amount of disposable income is increasing. Members of this 50+ market

- Have 77 percent of the country's personal financial assets
- Have 80 percent of the country's savings account deposits
- Have 68 percent of all money market accounts
- Own their own homes (77 percent), which, in most cases, are worth 20 percent more than the national average

This is just a brief glimpse of the economic impact of the retiree attraction industry. A complete identification of economic and intangible benefits provided by attracting affluent retirees to your community is available in the Alabama Cooperative Extension System publication CRD-72, "Why Attract Retirees to Your Community?" For additional information on this publication, contact Publications Distribution, Auburn University, Alabama 36849, (334) 844-1592.

Developing a Community Retiree Attraction Program

Retiree attraction, as with other forms of economic development, is not likely to develop and grow by itself. Success depends on proper assessment, thoughtful planning, and coordination of efforts. The eight basic steps in the development of a vibrant, successful retiree attraction program are the following:

1. *Form a Retirement Attraction Committee.* Formally establish a Retiree Attraction Committee to develop and implement the retiree attraction program.
2. *Designate a Sponsor.* The local program should have an official sponsoring organization.
3. *Establish Official Community Support.* A resolution by the local governing body endorsing the local retirement attraction effort is needed.
4. *Seek Unofficial Community Support.* The success of the local program depends to a large degree on the support of churches, clubs, businesses, and local media.
5. *Establish Committees.* Each community program should have four or five subcommittees: Community Inventory/Assessment, Community Relations/Fundraising, Marketing/Promotion, Ambassadors, Programs Evaluation.
6. *Develop a Community Profile.* A community profile should include tax information, recreation opportunities, housing availability, and crime statistics.
7. *Write a Marketing Plan.* The plan should include details of the following: a mission statement, identification of the target market, identification of the competition, analysis of the community's strengths and weaknesses, and strategies the local program will employ to attain its goals.
8. *Create a Prospect Package.* Send relevant information to prospective retirees in a timely manner and maintain contact through regular follow-up.

Specific details to assist in the development and implementation of these steps are provided in the Alabama Extension System publication CRD-73, "Establishing a Retiree Attraction Program in Your Community." To request this publication, contact Publications Distribution, Auburn University, Alabama 36849, (334) 844-1592.

The greatest community in the world for affluent retirees may not be successful if few people know about it. This publication provides in-depth information on marketing the community retiree attraction program.

Two distinct marketing efforts are necessary for the successful implementation of a retiree attraction program:

- Marketing the idea to the local community
- Marketing the local community to potential in-migrant retirees

Marketing to the Local Community

No retiree attraction program will reach its full potential without the support of the community. Before the community can be *sold* to retirees, the retiree attraction program must be *sold* to the community. The *Community Relations/Fundraising Subcommittee* assumes the lead role in these efforts.

A local community generally finds itself in one of three phases in the development of the retiree attraction program:

- *Interested.* Characterized by the belief that a retiree attraction program has benefits, but the community has not yet developed clear plans and steps of how to develop such a program.
- *Developing.* Characterized by a commitment to develop a retiree attraction program and efforts are being made to initiate such a program. At this stage, much of the initial groundwork has been completed and the community is on target to reach its goals.
- *Established.* Characterized by an organized and functioning retiree attraction program with a community that is focused, credible, and results oriented. Additionally, retirees have begun to make inquiry and retiree in-migration is actively occurring.

Critical to the eventual success of the retiree attraction program is the Community Relations/Fundraising Subcommittee's (and the local community through the subcommittee) understanding of which of the above phases the program is in. Because each phase represents a logical progression to the next, it is important that the subcommittee fully complete the current phase and prepare to lead the community into the next phase of development.

Marketing to the Retiree

Successful implementation of the marketing portion of the retiree attraction program is the responsibility of the Marketing and Promotion Subcommittee and the Connectors/Ambassadors Subcommittee with fundraising assistance from the Community Relations/Fundraising Subcommittee. The overall success of the marketing program will depend, in large part, on the satisfactory development and completion of the following:

- Defining the market
- Funding the program
- Marketing the community
- Handling and tracking the response

The local community must determine who their best prospects are. Specifically, these prospects may be

- Visitors to the local community age 50 and over
- Persons with family and friends in the local community
- Persons seeking the same type of lifestyle the local community offers (college town, small town, resort town, etc.)
- Persons raised in a small town who wish to return to a small-town lifestyle
- Former residents including people raised in the local community who now live elsewhere and people formerly employed in the local community
- Graduates from local colleges and universities who have pursued careers outside of Alabama
- People who desire a retirement destination featuring a milder climate, a safer community, possible year-round outdoor recreation, and a lower cost of living
- Military retirees who were stationed close to the community during their careers
- Other people described here: _____

At this stage of market strategy development, it is important to focus on what retirees require when relocating:

- A mild, four-season climate
- A reasonable cost of living
- A variety of reasonably priced housing units from \$80,000 and up
- Good medical facilities, ideally with at least one physician for every 750 residents
- Recreational, cultural, and leisure opportunities including outdoor activities and programs at local colleges and universities
- Part-time work or business opportunities
- Convenient shopping
- Community openness to newcomers and the opportunity for community involvement

The local community retiree attraction effort should develop a clear concept of the type of retiree that is to be encouraged to locate to that community. While all communities may desire professionals and the most affluent, the majority of relocating retirees are in the middle, between the most affluent and those who cannot afford to relocate.

Funding the Program

Fundraising is a challenge for any project. When the goal is to recruit retirees to the local community, the most effective method is to link fundraising and community relations.

Fundraising and community relations work well in a single committee because those members of the local community most likely to benefit from the attraction of migrant retirees are also those most likely to provide funding for the program. The Community Relations/Fundraising Subcommittee is best suited for this task.

While the overall success of the local program will depend primarily on those involved and their commitment, money must be raised to pay for such things as the following:

- The salary of a retirement director, should a full- or part-time paid director be desired
- The development of printed promotional materials
- Office expenses, such as telephones, including 800 service to receive inquiries
- Postage, computers, and software
- Advertising
- Travel expenses for possible staff attendance at retirement trade shows
- Gifts for visiting retiree prospects
- Events to help relocated retirees become better acquainted with the community

The Community Relations/Fundraising Subcommittee should first establish a yearly budget for retiree recruitment; second, prepare a list of local businesses in the community that would receive the most benefit from retiree migration into the community (as described previously); and third, solicit funding from these businesses.

Marketing the Community

The successful implementation of the retiree attraction program will depend, in large part, on the successful development of a complete marketing strategy. This task will be the primary responsibility of the Marketing/Promotion Subcommittee.

The basis for any successful marketing program is a well-developed marketing mix, commonly referred to as the Four Ps:

- Product
- Price
- Promotion
- Place

In a pure marketing sense, *Product* is what is being offered for sale to the customer; *Price* is what the customer pays for the product; *Promotion* is the method of informing and persuading the customer to make the purchase; and *Place* is the distribution system that moves the product from manufacture to sale.

No matter what is being marketed, these four factors play a role. Regarding the successful development of the retiree attraction marketing program,

these Four Ps must be thoroughly understood, properly developed, and applied to the situation.

In retiree attraction, the local community is being marketed as a retirement destination to amenity/return migrant retirees. Since the Four Ps are highly intertwined in this situation, the following three points need to be addressed:

- Getting Their Attention (Product and Place)
- Marketing the Local Community (Product and Price)
- Developing a Promotional Strategy (Advertising and Publicity)

An analysis of these will provide the product and promotional strategy development framework for the local retiree attraction program.

Getting Their Attention

At this point, the committees have all been formed, the target market has been defined, the top prospects have been identified, and the funding has been secured for the program. The next step is to determine the *competitive advantage* of the local community and capitalize on it.

While some communities may have only one competitive advantage, it is not unusual for a community to have several advantages to promote. The community may be a seat of government, such as a state capital or a county seat; it may be home to a college or university; or it may be close to a river, lake, or mountains. Depending on the target market, any of these features could be considered a competitive advantage.

First, the community must offer the *basic requirements, sought by retirees*. The following are examples of competitive advantages:

- Scenic lakeside community development
- Proximity to the beach (Many retirees do not want to live close to a beach but indicate a preference to live within a half-day's drive from the ocean.)
- Small town with a friendly, know-your-neighbors atmosphere
- Proximity to quality golf courses
- College town
- Excellent fishing or hunting areas
- Above-average health care facilities
- Planned community with strict zoning and sign ordinances
- Quality entertainment and cultural events
- Active retiree organization already in place
- The local community's advantage(s):

Developing a Response From the Target Market

Each program should develop a unique selling proposition—something belonging entirely to the local community, a statement of beliefs unique to the local community—to be used in the marketing program.

The unique selling point of the local community:

Consider several points when developing strategies to elicit the desired response from the target market. Even though this process will be part of the overall development of the marketing program, all of the committees should have the opportunity to participate as illustrated below.

- The Retiree Attraction Committee could work travel and trade shows to promote the local community as a *retirement destination* and to provide the program a learning and information gathering experience, gaining first-hand knowledge of what retirees are seeking in a retirement destination. This could best be accomplished by having the program director attend these shows with possible assistance from selected members of the Marketing/Promotion Subcommittee as well as the Connectors/Ambassadors Subcommittee.
- The Community Inventory/Assessment Subcommittee could produce a complete *retirement community profile* that would provide valuable information to potential retirees. The basis for this would be the community assessment profile this committee developed at the outset of the program. The Marketing/Promotion Subcommittee could be involved later in the dissemination of this information to prospective in-migrant retirees.
- The Community Relations/Fundraising Subcommittee could provide an overnight guesthouse, complimentary lodging, or other amenities, such as a free meal, a round of golf, or a historic home tour to visiting retiree prospects. Some programs have developed an entire coupon book filled with items such as passports for retiree prospects. This could be accomplished with the Connectors/Ambassadors Subcommittee. This subcommittee could meet with the Management of National Businesses that may operate in the local community and provide them with information on retirement opportunities.
- The Marketing and Promotion Subcommittee could develop a quality brochure that provides pertinent information to create interest in the local community.

- Include a postage-paid response card with a telephone number (preferably a toll-free 800 number) to call for further information. For a small fee, most magazines will provide a listing for the program in their response card section and will provide mailing labels for those requesting more information about the program. This is usually worth the investment.
- Develop a media kit on the local community. Write newspaper- and magazine-length articles with photos to include in the kit. Provide permission for the media to use them.
- Create a videotape featuring the local community as a potential retirement destination and allowing interested individuals to visit without leaving their current homes.
- Write a comprehensive story for the local newspaper explaining to the community the benefits of a retiree in-migration effort. This story should also suggest that local residents contact family members and business associates to do the same.
- Develop a Web site for tourism-based kiosk systems.
- The Connectors/Ambassadors Subcommittee could develop a driving tour of the local community featuring historical sights, amenities, and neighborhoods that may be of interest to potential in-migrant retirees. The tour can be especially effective if it is available on audiocassette. Potential retirees can listen to the community's story and take the audiocassette home as a souvenir.
- Develop a pre-retirement minivacation package for the local community to use to encourage out-of-state residents to visit. This could be done with the Marketing/Promotion Subcommittee.
- The Program Evaluation Subcommittee could track the in-migration patterns of retirees who have already settled in the local community. By discovering where these new residents have migrated from, the local program can determine effective avenues for the advertising message and promotional efforts.
- Other ideas: _____

Developing a Promotional Strategy

The promotional strategy for the local retiree attraction program will include both a *creative strategy* and a *media strategy*.

The *creative strategy* states to whom the promotion is directed (the target audience of people 50 to 65 years of age), what to communicate (why the local community is an ideal retirement destination), and what response is desired from the audience (call or write, visit, then move). The *media strategy* outlines the manner in which the target audience will be reached: how many will be reached by what method, how often, and at what cost.

The initial promotional message can be sent effectively to the target audience through the following:

- **Print media.** Utilize both magazines and newspapers for advertising and publicity.
- **Brochures.** Promote the local community as a retirement destination with brochures to be placed in state and local tourist attractions, state welcome centers, and local visitors' centers.
- **Travel and trade shows.** These shows are not only excellent ways to promote the local program, but they provide opportunities to meet with retirees and gain further understanding of what they seek.
- **Direct mail.** Examples include newsletters, invitations to special events, special letters to local high school and college graduates.
- **Promotional videotape.** This tape would highlight the local community, be placed in libraries throughout the target market area, and be available through special order.
- **Internet.** Develop an Internet Web site to promote the area.
- **Broadcast media.** Create radio and television advertising, particularly cable television, and publicity.
- **Welcome center kiosks.** Supply welcome centers with materials for their kiosks.
- **Billboards.** Develop an outdoor advertising campaign.

Each of these methods has advantages and disadvantages in cost, penetration, and exposure frequency of the message. Each must be carefully weighed within the context of the overall promotional budget. Two of these areas, print media and brochures, are discussed below.

Print Media

While each method has the ability to deliver a uniquely different audience, the most frequently used media source is print. Using print media affords the target audience the luxury of exposure at a leisurely pace. If interested, the reader can take time to read long news articles (publicity) or detailed advertisements. Print is far more selective than television, radio, and billboards since it allows the targeting of a specific geographic market and age group. Because there are so many different types of magazines and newspapers available, either in a particular market or region, the message can be tailored to fit the interests of a specific audience.

Following is a list of publications that are of special interest to the 50 and over market. Examining these magazines will provide an idea of what type of public relations stories and advertising commonly appear, as well as provide additional insight to that market. Some of these publications are targeted to

retirees in general; some are targeted to specific audiences, such as travelers or golfers; and some even publish special retirement issues.

- *Fortune*
- *Mature Outlook*
- *Money Magazine*
- *Senior Golfer*
- *Travel 50 and Beyond*
- *Vacations*
- *Kiplinger's*
- *Modern Maturity*
- *New Choices*
- *Trailer Life*
- *U.S. News & World Report*
- *Where to Retire*

One long-term goal of the local promotional strategy may be to have the local community mentioned or even be the focus of a story in a noted national publication, such as the *Wall Street Journal*. Such a goal is definitely achievable, but it will require both time and money: time to develop and promote the initial program and money to make repeated visits to the offices of the desired media. The end result of obtaining "free" publicity in local, regional, and even national publications will be the same as if advertising were purchased. People in the target audience will read and understand why the local community should be their retirement destination. This type of publicity has little or no cost to the retiree attraction program.

Brochures

A brochure is an effective way to promote the local community. Brochures must be tailored to the retiree and those factors that retirees believe to be necessary in choosing a retirement destination. The seven criteria critical to attracting retirees—money matters, housing, climate, personal safety, services, work opportunities, and leisure activities—as specified by David Savageau in his book *Retirement Places Rated* (4th Edition, 1995) should be addressed in the brochure.

All of the amenities identified through the community assessment profile completed at the outset of the program should be considered for the brochure. Include as much factual information as possible.

Example: A statement in the brochure that reads "plenty of affordable housing" isn't as useful as one that reads "housing costs in the more desirable areas of the community start at \$59,000." This could be powerful information if the prices of desirable homes in the retiree's present location start at \$95,000.

The four goals of the brochure should be to target, to reach, to inform, and to generate a positive response—make the telephones ring. To help achieve these goals, a brochure should do the following:

- Target the active retiree and pre-retiree mature adult market and present factors that this market believes to be important when choosing a retirement destination.
- Use an easy-to-read format, such as a tri-fold or quad-fold style in 12- to 14-point type with minimal copy.
- Feature color photographs of active and mature adults, local events, facilities, and scenery.
- Include short statements or bulleted information about the lifestyles and amenities of the local community.
- Include a tear-off, postage paid return panel to provide interested parties with more information about housing, taxes, recreation, shopping, etc.
- Provide a telephone number (preferably a toll-free 800 number) for prospects to call for more information.
- Feature a map of the community's location.

The overall impact of the brochure will be a call to action that is simple, direct, and easy for the in-migrant retiree prospect to follow through.

The Tracking Process

It is essential to maintain a complete and detailed record of each contact made. Ideally, this tracking system should be maintained on a computer database that can easily be updated as each new follow-up contact is recorded. Examples of two database record forms are in the appendix of this publication.

No matter how this database is maintained, whether by computer or card file, the following information should be documented:

- Prospect's name, address, and telephone number
- Date of initial contact
- How the prospect first learned of the local program
- What type of information the prospect requested and when it was mailed
- Date of follow-up contact, by whom, and any comments
- Demographic profile of prospect, including profession, hobbies, interests, etc.
- Dates of all additional contacts and follow-ups with related information
- Date the prospect is to tour the local community
- Comments following the tour
- Date the prospect relocates to the community or asks to no longer be considered as a prospect

Successful tracking of prospects offers evidence that the efforts of the retiree attraction program have been successful. Don't assume that new in-migrant retirees are anxious to inform the local program of their arrival since many simply move to the community and go about their lives.

The Program Evaluation Subcommittee can utilize the following contacts to determine the arrival of prospects as new in-migrant retirees:

- *Real estate companies.* Request that these companies provide names of out-of-town buyer prospects to the Program Evaluation Subcommittee, so these names can be compared to the committee's existing prospect list. Real estate professionals may be reluctant to share the names of these buyer prospects unless confidentiality is promised.
- *Newcomers clubs.* Organize or work with these clubs (e.g., Welcome Wagon) to gain valuable information.
- *Utility companies.* Request names of newcomers.
- *Voter registration records.* Use as a valuable source of names.
- *Tax assessor records.* Use as another source of names.
- *Title companies.* Request information on who is buying property.
- *"Have You Moved Here Recently?"* cards. Place these cards in strategic locations. They can offer a gift for respondents age 50 and over.

Some of these sources may provide information on an ongoing basis, others may require periodic information requests, and some may resist information-gathering efforts. It is vital to be aware of any interest the program is generating; tracking can provide this awareness. Tracking not only reassures committee members that the program is working, but it also proves the value of the program to those providing funding.

Use a quarterly tracking report to help the local program with long-term tracking efforts. This report should show progress both with statistics and by committee activity. The quarterly tracking report can provide the following:

- *Accountability.* It is very useful to have accurate, timely, and cumulative data to justify the existence of the program.
- *Sources of leads.* Effectively assess the marketing strategy by being aware of both how the message reached the prospect and where the prospect resides.
- *Program improvement ideas.* Timely reports can assist the local program in discovering any areas where assistance or improvements may be needed.

A sample quarterly report form can be found in the appendix of this publication.

Additional Helpful Publications

Other publications that may be helpful in establishing a community retiree attraction program include the following:

- "Alabama's Retirement Safe Haven." Alabama Department of Revenue, Office of Taxpayer Advocacy, Room 4116 Gordon Persons Building, 50 North Ripley Street, P.O. Box 327001, Montgomery, Alabama 36132. (334) 242-1055.
- "Establishing a Retiree Attraction Program in Your Community." CRD-73. Alabama Cooperative Extension System, Publications Distribution, Auburn University, Alabama 36849. (334) 844-1592.
- "Retiree Development: A How-To Guide Book." Mark Fagan (author). Center for Economic Development, Jacksonville State University, 700 Pelham Road North, Jacksonville, Alabama 36265. (256) 782-5324.
- "Welcome to Alabama." CRD-70. Alabama Cooperative Extension System, Publications Distribution, Auburn University, Alabama 36849. (334) 844-1592.
- "Why Attract Retirees to Your Community?" CRD-72. Alabama Cooperative Extension System, Publications Distribution, Auburn University, Alabama 36849. (334) 844-1592.

Acknowledgments

Thanks to the many individuals and organizations participating in the Alabama Retiree Relocation Association (www.AlabamaAdvantage.com) for their contributions and support in the development of this publication.

Special acknowledgment is due to the "Welcome Home to West Virginia—Discover West Virginia Retirement! Community Training Manual," which was the primary source of information for the development of this publication.



Your Experts for Life

CRD-74

J. Thomas Chesnutt, *Extension Specialist*, Assistant Professor, Community Resource and Development, Auburn University

For more information, call your county Extension office. Look in your telephone directory under your county's name to find the number.

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Appendix
Quarterly Tracking Report

(Local Community Program Name Here)

for the period _____ through _____

In-state leads: This quarter _____

Cumulative _____

Advertisement leads: This quarter _____

Cumulative _____

Internet leads: This quarter _____

Cumulative _____

Other source leads: This quarter _____

Cumulative _____

Leads declined: This quarter _____

Cumulative _____

Total active leads: This quarter _____

Cumulative _____

Leads personally contacted: _____

Calls _____

Letters _____

Office visits _____

Tours given _____

Quarterly Tracking Report

Top 5 states from which leads were gathered:

Rank	State	Quarterly	Cumulative
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Cumulative number of retirees relocated: _____

Names of retirees relocated this quarter, state from which they moved, and any other related information:

Quarterly Tracking Report

Committee activities this quarter:

Names and addresses of leads asking to be removed from the mailing lists (copies of the database record may be attached):

Prepared by: _____

Date: _____

Date reviewed by RAC: _____

Based on the above report, the RAC recommends the following action(s) be taken:

About.com Senior Living



10 Great Ideas for Communities to Serve an Aging Population

These U.S. communities found creative ways to serve their aging population

By Sharon O'Brien, About.com

Free Senior Living Newsletter!

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Many communities across America are [not prepared to serve the aging population boom](#) that is expected when millions of baby boomers reach retirement age.

This information comes from the National Association of Area Agencies on Aging (n4a), which surveyed thousands of cities and communities across the United States to see how prepared they are for the aging population boom that is expected to peak in 2030, when n4a estimates that one in every five Americans will be over the age of 65.

Survey results led n4a to create a list of [10 best practices to help communities serve an aging population](#), and n4a identified 10 communities across the U.S. which all found creative ways to meet the needs of their aging populations:

1. **Five Massachusetts towns (Rockport, Southborough, Newbury, Medway and Swampscott)** have a tax reduction/tax work-off program for seniors who volunteer in the community.
2. **Stratham, NH** modified its zoning ordinance to provide an "Affordable Senior Housing" zone without minimum lot sizes. This will encourage the development of smaller structures for "empty nesters."
3. **Buncombe County, NC** launched the "Mountain Mobility Senior Bus" program to encourage public transportation use among the county's growing population of older adults.
4. **Mansfield, MA** maintains emergency medical information files for every senior, as well as an Alzheimer's tracking system.
5. **Fairfax County, VA** changed its home care service delivery system to a cluster care model, which aligns services around "Naturally Occurring Retirement Communities" that serve an aging population within the county's 400 square mile radius.
6. **Laredo, TX** provides its aging population with smaller trash receptacles upon request.
7. **Peachtree, GA** is expanding and improving its multi-use paths, interconnecting all city areas so citizens can get from place to place without a car.
8. **Maumelle, AR** created a Senior Services department to address its aging population's transportation, educational, social, and recreational needs in a compassionate and efficient manner.
9. **Scottsdale, AZ** created a program that trains teens aged 14-18 to assist low-income seniors or disabled residents with home improvement projects.
10. **Reno, NV** provides transportation and vouchers for low income seniors to use at accredited farmers markets throughout

About.com Senior Living



The Top 50 U.S. Cities for Seniors

Survey ranks U.S. cities for senior living and lifestyle benefits

By Sharon O'Brien, About.com

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Portland, Oregon offers the best senior living benefits in the U.S., according to a survey released by Bankers Life and Casualty Company.

Seattle, San Francisco, Milwaukee and Pittsburgh are also at the top of the list.

How Was the Best Cities for Seniors Survey Conducted?

Bankers says the survey, released in 2005, was designed to identify the top 50 metro areas in the U.S. that offer the best overall qualities for senior living.

A panel of experts on gerontology and senior issues was asked to identify the qualities that create optimal senior living, and the survey was conducted by *Sperling's Best Places*.

What Makes a City Good for Senior Living?

Here are the criteria that the panel chose, statistically weighted toward seniors and their needs:

- **Health** includes criteria such as physician-to-senior ratio, gerontologist-to-senior ratio, hospitals per capita, and the availability of adult day care, assisted living facilities, continuing care (CCRC) facilities, independent living facilities, nursing homes, and senior meals.
- **Disease** covers life expectancy, age 85 expectancy, and rates of depression, heart disease, and cancer.
- **Economics** includes consumer prices, sales taxes, unemployment rate, and recent job growth.
- **Social** identifies the percentage of seniors in the community, and availability of entertainment opportunities, the arts, museums, education, recreation, colleges, and libraries.
- **Environment** assesses the number of sunny days, measurements of clean air and clean water, risk of natural disasters, and the presence of ocean coastline, rivers and lakes, and national parks.
- **Spiritual** looks at the percentage of the population belonging to organized religions, and the number of religious congregations in the community.
- **Transportation** rates the availability of public transportation and special access transportation, along with commuting times.
- **Housing** includes cost of living, median home price, property taxes and monthly apartment rent.
- **Crime** ranks incidents of violent crime and property crime.

Some Surprise Cities Made the List

In a news release about the survey, Bankers' Chief Operating Officer Scott Perry said the senior living survey results included some cities that are not often associated with senior living.

"That's because we weren't looking for the best places to be retired, but the best cities for seniors regardless of whether they

are retired, working, active or not, healthy or not," he said. "It's about more than golf courses and tennis courts."

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For a complete list of Bankers' top 50 cities for seniors, see [page two](#).

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Gary Milliman

From: LizNix@meridianms.org
Sent: Thursday, October 09, 2008 2:21 PM
To: Gary Milliman
Subject: Retire to Meridian, MS

Thank you for your recent inquiry!

Meridian, Mississippi, offers you more as you consider retiring to the South:

- No state income tax on Social Security, IRAs, private pensions, 401s/403s.
- Ample, affordable, new and existing housing priced well below national average.
- Safe, clean, green community with big city advantages and small town friendliness.
- Three regional hospitals, over 700 beds. No need for out-of-town medical care.
- Four season mild climate. Outdoor recreation, parks and lakes; golf and tennis; festivals, entertainment and cultural venues. Regional mall, downtown specialty shops, and convenient neighborhood shopping centers.
- Low cost educational opportunities for lifelong learning at Mississippi State University Meridian campus and Meridian Community College.
- Diverse worship community, 40 denominations, 200+ churches and synagogue.

We are a caring community open to volunteer and civic involvement. Please see our website at: www.meridianms.org/retire.html for additional information. We hope to visit with you soon!

Liz Nix
Retiree Recruitment Coordinator
City of Meridian
723 23rd Ave. Meridan, MS 39301
PO Box 1430 Meridian, MS 39302-1430
601-484-6848
Toll-free 1-800-585-3722



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*10 Great Reasons to Make Meridian
Your Retirement Destination*

1. **Low Cost of Living-**
Mississippi's cost of living is lower than the national average, which means your retirement income goes further.
2. **Excellent Medical Facilities**
- three hospitals serve our region with specialists in most health care fields.
3. **Low Crime** - Mississippi's crime rate is below the national average, and Meridian's crime rate is the lowest in the state.
4. **Affordable Housing.**
5. **Low Taxes** - no state income tax on retirement income.
6. **Location** - Easy access to Memphis, New Orleans, Atlanta, Birmingham, Dallas and the Gulf Coast.
7. **Moderate Climate** - Although there are four seasons, the average high temperature in January is 57 degrees and the average low is 34.
8. **Healthy Environment.**
9. **Recreational/Cultural Activities** - Meridian has an excellent Little Theater and Symphony Orchestra, it is the home of the Jimmie Rodgers Festival, and the MSU/Riley Performing Arts Center.
10. **Small Town Friendliness with Big City Conveniences.**



They Were Looking For the Perfect Place
Click here for the McBride's Story

Want to know more!
[Click here to request more information.](#)

Call 1-800-585-3722 today.
E-mail: retire@meridianms.org



Time and again, retirees have been attracted to Meridian.

Meridian wants you to know we understand you are retiring from work, not from life. And we want you to know we are aware of your needs when you relocate.

Meridian, as the center of East Mississippi, offers scenic beauty, mild climate, recreational opportunities, moderate living costs and sophisticated health services. Affordable land and single family housing, a low crime rate and a sense of community are all a given here. And frankly, because of our nature, we also offer a relaxed lifestyle characterized by a service attitude you will find unparalleled anywhere in the country.



We are hospitable and helpful, and small enough so that people get to know you. Take part in our many events and festivals or meet new friends at the Parks and Recreation Department and the Senior Activities Center. Meridian is also home to two institutions of higher learning, Meridian Community College and Mississippi State University-Meridian. Add to this schedule great shopping opportunities and an interesting historic district -- you'll always find something to keep you busy.



Want to know more!

[Click here to request more information.](#)

Call **1-800-585-3722** today.

E-mail: retire@meridianms.org

Or write:

Attn: Retiree Recruitment
City of Meridian
P.O. Box 1430
Meridian, Mississippi 39302

Meridian is a certified Retirement City, designated by the Hometown Mississippi Retirement program under the Mississippi Development Authority. Meridian is also a 2006 recipient of the AARC Seal of Approval program. For more information on Hometown Retirement Mississippi, [click here](#).

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"A 65 year old customer is not simply a 40 year older version of their 25 year old self."

-David B. Wolfe

Marketing to Seniors - Think Buying Power by Per Capita Income

A study titled "Ageism in Advertising: A Study of Advertising Agency Attitudes Toward Maturing and Mature Consumers" in cooperation with the Association of Advertising Agencies International concluded that ageism was secondary to the industry-wide practice of estimating numbers of household units, especially those in which young mothers make family buying decisions, rather than calculating audience size and buying power by per-capita income. "Advertising-industry denial of changes in family structure that make per-capita spending more important than household spending is a major contributor to ageism in advertising."



These Markets Are Not Cool

John F. Zweig, CEO of WPP Group- USA, the parent company of media giants J. Walter Thompson, Ogilvey & Mather and Young & Rubicam said "We deal with three-fifths of the Fortune 500 companies as advertising agencies, marketing consultants or research partners." One factor in perpetuating ageist attitudes that Zweig cited is that most creative staff at ad agencies are ages 25 to 35. He explained that the

rise of the huge and youthful boomer generation brought about "a revolution" in advertising in the 1960s. "That's when this idea of a cultural and market phenomenon came together, and marketing became anything that was cool. By definition, when you are talking about older people, the market is not 'cool'.



So, What Makes These Generations Tick?

If your product or service is, or can be, attractive to these generations, your company needs to come to terms with the fact that what you have to do to capture a more seasoned customer is often not the same as what you do to entice younger populations. Let's revisit what makes this generation tick:

top↑

- Born between the turn of the century and WW II
- Country's 1st "Senior Citizens"
- Experienced economic difficulty during childhood
- Triumphed over the great depression, Germany and the Japanese
- Built the suburbs
- Fueled an economic boom
- Cheered when Neil Armstrong walked on the moon.
- Accomplished goals through hard work & made sacrifices
- Created the most conformist culture of the twentieth century
- Came of age when discipline and self-sacrifice were cornerstones of their outlook
- Hard workers with a self-sacrificing commitment to bettering society
- Shared the same generational experiences and developed the same basic values and motivations
- Rebuilt America after WW II ensuring the foundations of a better life resulting in a sense of responsibility. Loyalty, patriotism and teamwork typical characteristics
- Hard work its own reward, financial security through savings, the good of the group before the good of the individual, and a belief that the good life had to be earned are typical values
- First to fully participate in the American dream
- Success was measured in tangible, economic terms - homes, cars, appliances - value was a synonym for price
- Respect they feel for institutions and their desire to conform translated into an enduring loyalty toward brand name products patterns
- Crime and personal safety are some of their chief worries
- Like to associate with those of similar views and backgrounds
- Don't like advertising that assaults their infirmities and reminds them of their problems
- Respond to advertising that plays to the notion that they overcame daunting odds and have reached a payoff point
- Reached a level of financial comfort where they are less likely to deny themselves life's pleasures
- Spend money wisely and responsibly
- Less likely to try products before anyone else
- Concerned that purchasing products may stigmatize them
- Marketing messages that focus on the intrinsic attributes of a product are less effective in senior markets than in younger markets
- Marketing messages that stress "luxury" or self-indulgent services are generally less effective in senior markets than in younger markets
- In making discretionary expenditures, seniors respond more favorably to products and services that they perceive as

top↑

- facilitating desired experiences
- Typically tends to respond more favorably to marketing messages that emphasize introspective or altruistic values. They respond less favorably to marketing messages that emphasize selfish interests
 - Have a strong aversion to embellished claims and to what they perceive as misleading imagery
 - Cognitive patterns become less abstract (left brain orientation) and more concrete (right brain orientation). Results are sharpened sense of reality, increased capacity for emotion, and enhancement of their sense of connectedness
 - They are subjective/reflective in their thinking, they recognize that every-one's reality is different, they are barely imitative and have a selective but strong sensitivity to nuance
 - Increased spirituality of senior customers results in a higher regard for traditional basic values commonly perceived in a society as universal and eternal. Marketing messages should avoid images that are contrary to such values and invoke images that reflect such values

Adapted from "Rocking the Ages, J. Walker Smith & Ann Clueman

The above characteristics must be seriously considered when developing marketing and sales approaches for these populations. Since the primary purpose of advertising is to generate ads with the best chance of generating interest and converting that interest into a sale, the ads should reflect an empathy with the values and motivators of this demo:

- Autonomy and self-sufficiency (independence/participation)
- Social connectedness (relationships/friendships)
- Altruism (opportunity to share wisdom and ability to do for others: family, community & country)
- Personal growth (gain knowledge)
- Revitalization (need to rejuvenate)



top↑

Ads should be easy to read and be experiential in nature. They should reflect empathy for the values of this demo in terms of your company being a gateway to desired experiences of the senior.

We See What We Want To See

There is also evidence that ads that take a "less is more approach" to this demo are more effective. Presenting your company or product in a manner that is more suggestive than descriptive allows the target demo to subjectively interpret the message based upon his/her needs, values and motivators.

Most marketing and sales centers on customers' objective identities (demographic and psychographic) and research shows that a

product's message succeeds when it connects with a consumer's subjective identity (allows for individual interpretation). Brilliant messages and sales presentations not connecting with the subjective mind are usually unproductive.

For more information on how we can help you to improve marketing, sales & service to baby boomers and seniors, contact us at seniormarketing@comingofage.com, or call us at 630-462-7100.

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State's retirees prosper

Kathleen Pender

Friday, January 7, 2005

California's public-sector employees enjoy some of the nation's richest pensions, so it's not surprising to see them gearing up to fight Gov. Arnold Schwarzenegger's proposal to replace the state's defined-benefit plans with a defined-contribution plan for new workers.

Under California's largest defined-benefit plan, an employee who started working for the state at age 34, retired at 65 and earned \$60,000 in his last year would be entitled to a pension of \$46,500 a year, according to the state Legislative Analyst's office.

The same state worker would get a pension of just \$40,775 in Texas, \$29,606 in Oregon, \$28,913 in Illinois and \$28,410 in Florida.

Unlike most private-sector employees, however, most in the public sector have to contribute part of their salary to their defined-benefit plans.

The average contribution is around 5 percent in California, 4 percent in Illinois, 6 percent in Oregon and Texas and nothing in Florida, which also had the lowest pension benefit in the survey.

The Golden State also offers some of the best benefits in the nation for early retirees.

The aforementioned worker who decided to retire at age 55 could get \$25,200 a year in California, \$15,242 in Oregon and \$11,914 in Florida.

Illinois and Texas don't offer pension benefits to people who retire at age 55.

The survey excluded public safety employees (who generally get bigger pensions), local-government employees and teachers. The survey, done as part of this fiscal year's budget analysis, looked at only California and the four other large or western states.

But other national surveys confirm that California government workers get some of the best retirement benefits.

California is one of the few states that lets its workers retire as young as 50 and collect a partial pension.

It has one of about two-thirds of state plans that give retirees an automatic cost of living increase, although it is limited to 2 percent per year, which is about average, according to the National Association of State Retirement Administrators.

Defined-benefit plans guarantee employees a certain monthly income in retirement.

The benefit is typically based on the employee's salary, years of service and age at retirement.

For public-sector employees nationwide, the average pension is equal to 1.8 percent of final pay times years of

<http://www.sfgate.com/cgi-bin/article.cgi?file=/chronicle/archive/2005/01/07/BUG94AMDUI1.DTL&type...> 3/3/2009

service for workers who retire at 60 to 65.

In the private sector, pensions are lower. The average formula is 1.5 percent of pay multiplied by years of service, according to the Bureau of Labor Statistics.

The formula for workers covered by the California Public Employees' Retirement System is 2 percent of pay times years of service for those who retire at age 55 and 2.5 percent for those who retire at age 63.

For teachers covered by the California State Retirement System, the formula is 2 percent of pay for those retiring at age 60 and 2.4 for those retiring at age 63. Those with 30 or more years of service get a bonus, although the pension can't exceed 2.4 percent of pay.

Workers covered by CalPERS also pay part of their salary into Social Security and get Social Security benefits when they retire.

Teachers covered by CalSTRS do not participate in Social Security. They pay more, 8 percent of their salary, into their defined-benefit plan than CalPERS members.

To calculate pension benefits, most pension plans, public and private, use an employee's average pay during his or her final three to five years of service.

CalPERS is rare in that it bases an employee's pension on his highest pay, said spokeswoman Pat Macht said.

"This is not something that was sought by the unions or state workers," Macht said. "It was offered to workers by the Republican administration in the (Gov. George) Deukmejian years" in exchange for the state not making the required contribution to the pension plan one year, Macht said.

In the private sector, many employers have either reduced or eliminated their contributions to defined-benefit plans, in many cases replacing them with 401(k) plans.

In a soon-to-be-released report, the Employee Benefits Research Institute says the average pension income from a public-sector plan was \$20,167 in 2003 compared with \$11,059 from a private-sector plan.

Many public employees say they deserve better pensions because they are paid less than private-sector workers. But data from the employee benefits institute don't bear that out.

Using Census Bureau data for 2003, the institute calculates the average state and local worker salary was \$35,771 compared with \$34,603 for the average nonagricultural private-sector worker.

So public servants, especially in California, get good pensions. Does that mean Californians, if they get the chance, should vote to dismantle the state's defined-benefit plan for future workers?

The governor says he wants to do so because "California's pension obligations have risen from \$160 million in 2000 to \$2.6 billion this year."

About 12 percent of the increase was caused by benefit enhancements granted to employees when the state was flush with cash, according to Macht. Another 12 percent is a result of demographic changes.

According to Calpers, 75 percent of the increase in pension costs is needed to make up for the losses incurred by pension fund investments during the bear market. That should improve over time, lowering pension costs.

Clearly, pension benefits in California have outpaced most of the country. But that doesn't mean the entire system should be replaced.

"Ten percent of the nation's workforce is employed by state or local government," says Keith Brainard, director of research with the National Association of State Retirement Administrators. "In my view, government is uniquely situated in its role as both policy-maker and an employer to model responsible employer behavior as it pertains to retirement benefits."

Net Worth runs Tuesdays, Thursdays and Sundays. E-mail Kathleen Pender at kpender@sfgate.com.

<http://sfgate.com/cgi-bin/article.cgi?f=/c/a/2005/01/07/BUG94AMDUI1.DTL>

This article appeared on page C - 1 of the San Francisco Chronicle

Grow Your Tax Base: Seven Elements of Effective Community Marketing

by John Gann, Jr.

W

hat happens to your property tax revenues when existing home values head south as they've lately been doing with a vengeance? Or when home building shuts down and other development projects are cancelled because of turmoil in the credit markets?

What happens to sales tax revenues when families hit by high gasoline and food prices stop spending? How do real estate transfer tax receipts fare when homes aren't selling? What does a soft job market do to income tax revenues? And what does budget distress in the state capitol mean for funds that pass through to localities?

And what happens when all of these things come at the same time, as is happening to some of us right now?

What happens is that smart communities start thinking more seriously about how to expand their tax bases by marketing to bring in economically valuable businesses and populations. Consistent with constrained budgets, they also look for ways to market their communities much more cost-effectively.

BROCHURES, BILLBOARDS, BRANDING

Just about everyplace today has a Web site and a marketing brochure, and communities do other things, too.

They run ads in business and travel publications, rent billboard space, send officials to trade shows, produce videos, develop branding logos and slogans, and do other things to make themselves—or their downtowns,

industrial parks, tourist spots, neighborhoods, or highway corridors—more visible and attractive to industry, retailers, tourists, shoppers, young people, retirees, convention and special-event planners, and college graduates.

Such undertakings cost money, of course, and it's not always clear that they produce results that can be counted in tax receipts. One reason is that so many competing cities and counties are doing exactly the same things, and because they entail major outlays and can sometimes—as in the case of logos on the letterhead or cute slogans—seem a bit frivolous to people, these efforts can be politically controversial as well.

To avoid problems and get the most out of what is invested in marketing, local officials would do well to look at seven things that greatly affect marketing success.

THE SEVEN ELEMENTS

The marketing effectiveness of everything from Web sites, to trade show displays, to special events downtown largely hangs on how well communities handle four elements of marketing planning and three elements of execution:

Planning:

1. The product.
2. The market.
3. The strategy.
4. The appeal.

Execution:

1. The message.
2. The graphics.
3. The media.

In a number of their activities, local governments tend to copy what they see other local governments doing. In marketing, however, it can be better to draw not upon what your peers have done but on what has been learned in the world of business.

Businesses have to know how to market because a business that does not market probably won't be around long. For businesses, expert marketing is what they need to survive. For

communities, it can be what they need to thrive.

Marketers in the business world have developed measures in each of these seven areas that make their work more successful. Local officials can adapt them to more successfully grow their tax bases.

PLANNING

1. The Product

The "product" in this case is, of course, your community. Although marketing is often thought of as just selling the locality, it's vitally important to make sure you have a product you can sell.

If your community doesn't have what people or businesses want, what you spend on Web sites, videos, or printed literature won't matter very much. So one of the best things you can do in marketing is simply to make improvements to your community in ways that are important to the people you want to sell it to.

2. The Market

Your community's market is the entity you're selling to. It can be the corporate real estate executive, the conference planner, the home buyer, the tourist, or the real estate investor. Because of the competition for growth today, it's important to select the right market(s) for your particular community and not try to be all things to all people.

The currently hot markets that all those other places are going after aren't always the best choices, especially if they aren't a good fit with what your community offers. Two of the biggest business successes of our time—Wal-Mart and Starbucks—happened when small companies took markets with seemingly little growth potential—small, rural towns and coffee drinkers—and found value that larger competitors couldn't see.

3. The Strategy

Here is the strategy portion of marketing planning. The most valuable thing that marketing professionals can do for you is not write clever copy, not shoot appealing photographs, not put

animation and dazzle into your Web pages, and not slap a colorful logo on the sides of your police cars. The biggest value-added component of any marketing effort is thought.

Good thinking can do more than anything else to make any ad, brochure, or Web site effective. But strategic marketing thought is also the most likely element to be missing from a community's marketing, especially when marketing is piecemeal (a video here, a trade show there) rather than part of an overall program.

The best marketing strategies are consistent, focused on results, and directed to the prospective customer on the outside. Normally, special efforts must be made to achieve all three because these qualities don't always come naturally in local government.

4. The Appeal

Finally, there is the appeal. The heart of anything you do to market your locality is what specifically you offer prospects who are seeking that specific thing from a location. Places sometimes try to avoid defining their appeal by claiming—ineffectively—that they've "got it all." Or they boast about something their market doesn't care about (like how great their Web site is). And some places run ads that give prospects information on how to contact them but give no good reason why they should do so.

Communities will do better if they define their appeal in terms of benefits to prospects rather than just point-with-pride facts about the locality. You have to show the business decision maker, tourist, shopper, or prospective resident how your community's advantages will make him or her better off.

EXECUTION

1. The Message

The message is at the top of this list. To most local officials, "marketing" means media: brochure, video, trade show, or advertisement. So they spend big on media while they make little or no investment in developing a compelling message to convey in the media.

Top marketing pros emphasize that the nature of the message is much more important for getting results than the vehicle you use to get that message out. Three critical parts of marketing messages have to be done right:

- The **opener** is what you do to get attention and motivate someone to take in the rest of your message. It's the most important part of any message because if it fails the rest of what you have to say goes to waste. An ad to get Manhattan companies to move their offices across the river to New Jersey got a powerful message across in a six-word opener headline: "Move 6 Miles. Save \$60 Million." What cost-conscious company wouldn't read further?
- The **argument** is the case you make for how being in your community will benefit your prospect. One of the benefits of living in a good, older, city neighborhood rather than a suburban subdivision is the money you can save on housing, transportation, and other things. An ad I wrote a few years ago detailed those savings for home buyers under the headline, "What will you do with an extra \$30 a week?" (At today's prices it would be more like \$60.)
- The **close** is what you do to get your prospect to take some action. If you don't get any action on your message, you've just wasted your money.

If the marketing points you make about your community in a brochure, print ad, or Web site could validly also be made by dozens of other places, you need a better message. If you look like everywhere else, you're likely to remain invisible.

2. The Graphics

Making a place look good with graphics, whether it be video, graphic elements, color, fancy typography, and the like can do a lot to enhance a marketing message. But these same actions also too often serve to sabotage that message.

Poorly thought-out graphics can

compete with or obscure your message, miss opportunities to make it more powerful, and even turn off prospects by looking too much like advertising.

Communities tend, for example, to overuse logos (one of the least effective elements in marketing communities) and underuse things like photo captions (one of the most effective). Contrary to common assumptions, it can hurt your marketing to display too many pictures of your locality in a booklet or Web site.

And photos of people enjoying your community have much greater marketing power than the much more common shots of buildings. Corning, New York, and Galesburg, Illinois, have used to good effect pictures in their brochures of people enjoying their downtown areas.

3. The Media

You can spend a lot of money on the ways—what's called the medium—used to get your message out, whether through advertising, Web sites, trade missions, or a dozen other media. That makes it important to choose carefully to get the most bang for your buck.

Saving money on media doesn't always mean compromising effectiveness. A half-page print ad, for example, is paradoxically more likely to be successful than a more costly full-pager.

A TIME OF OPPORTUNITY

The term "marketing smarter" means using limited resources more thoughtfully to produce better results. Smart marketing calls for greater attention to substance and less to form. It's easy to be dazzled by the glitz often associated with marketing. But it's useful to remember that every dollar you spend on fancy icing is a dollar not available to make a more appealing cake.

Times like the present—of change and economic difficulty—have always offered opportunity for enterprising businesses and communities because the business-as-usual that favored competitors has been disrupted. Places that act now to sell themselves

more effectively instead of just cutting budgets or raising taxes can find themselves ahead of the game once the economy turns around. **PM**

John Gann, Jr., is president, Gann Associates, Glen Ellyn, Illinois (citykid@uwalumni.com).

Editor's Note: In July and September 2008, subscribers to ICMA's IQ Reports received two in-depth reports written by John Gann, entitled "How to Evaluate (and Improve) Your Community's Marketing." The subtitle of one report is "Planning" and the second is "Execution." The reports, also available to nonsubscribers, offer a guide to evaluating community marketing efforts.

These reports take the form of more than 80 annotated questions that local officials can ask about the seven elements described in Gann's article. The questions uncover ways to increase effectiveness and save money, and they use examples from places across the United States. For more information, visit bookstore.icma.org and search for Item numbers E-43516.

Coming in the
January/February

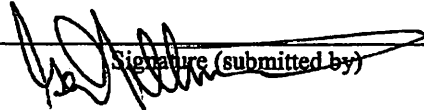
PM

**Critical
Operations
Power
Systems**

CITY OF BROOKINGS
COUNCIL WORKSHOP REPORT

Meeting Date: April 2, 2012

Originating Dept: City Manager



Signature (submitted by)

City Manager Approval

Subject: Today in America

Recommended Action: Discussion and direction to staff.

Financial Impact: \$19,800 fee; not budgeted.

Background/Discussion:

We have been contacted by the television program "Today in America" (see attached). This is a promotional company that develops a short segment promoting the community and then arranges to air the segment on Fox News and CNN. I spoke with the producer (the salesman) and we had a nice conversation about why Brookings is a good place to visit, invest, live and work.

The City would have ownership of the final product, and would be licensed to use the program in whatever manner it would like, including posting it on u-tube, on the City's website or reproduction for distribution on CDs.

The segment is a five-minute spot hosted by Terry Bradshaw. It would air one-time on the FOX Business Network and 19 times on CNN Headline News with the theme "Best Places to Live, Work and Play." In the initial contact, staff was advised that they were selecting one community in various regions of the country. Staff has since learned that the Cities of Crescent City, CA, and Newport, OR, have contracted with "Today in America" for this service.

The City Manager had a similar inquiry 10+ years ago while working in Fort Bragg. That City was headed down the path until the contract arrived with the fee amount. The "Today in America" producer was up front about the fee: \$19,800.

Staff contacted the City of Elizabethtown, Kentucky (the City in the attachment) and they said they had a good experience with these people, although they have not seen the final product yet.

Staff contacted several Brookings-based marketers to solicit their opinion as to whether this is a project worth pursuing. We received mixed responses. Grant Lunde at C&K Markets said that "This is an awesome exposure for the area. Having it available online will help keep it alive to other searching for 'best places to live'." Chamber Manager Les Cohen commented that buying into a national market would not be the best use of marketing funds.

Staff is bringing this matter to the City Council's attention before responding further to the program producer.

Attachment(s):

- a. Local Focus article on City of Newport Today in America project.
- b. Yahoo News article on City of Elizabethtown Today in America project.



CITY NEWS



NEWPORT – National Spotlight



Like nearly all cities, Newport collects a room tax on hotel and vacation housing rentals.

By law, a percentage of room tax funds must be spent on tourism-related marketing. Last month, the city made the decision to invest some of these tourism funds in a national television appearance later this year on the Discovery Channel.

City officials were recently approached by a production team from the show "Today in America" about participating in one of its five-minute segments called "Discovering America: Hidden Gems to Live, Work and Play." At a meeting last month, the city council signed off on a \$25,000 marketing deal that includes one national appearance on the Discovery Channel and 34 regional showings on CNN Headline News in 50 markets of the city's choosing. Production of the segment is expected to begin in May.

As part of the deal, the city will approve the script and the editing of the segment and will retain the right to reuse any footage.

Sources: City of Newport, Newport News-Times

GLADSTONE – "Above and Beyond"



At its recent annual meeting, the Gladstone Police Department presented its Officer of the Year award to co-recipients: Sergeants Jose Gutierrez and Robert Adams.

The award usually goes to an individual, but when the department voted this year on a candidate, the result was a tie between the two interim sergeants. The award is given to an officer who goes "above and beyond" in their duties while exemplifying the department's core values.

Because two of Gladstone's three sergeants were on leave last year, nearly all members of the force had to work extra overtime. According to Gladstone Police Chief Jim Pryde,

the tie vote was the force's way of showing its appreciation for the way Adams and Gutierrez "stepped up."

There were also co-recipients for the Chief's Award, given out at Pryde's sole discretion to "unsung hero" officers who he felt worked to improve the department behind the scenes. That award went to Sgt. Wayne Lawrence and Officer Steve Mixson. Lawrence stepped into a leadership role while the two sergeants were on leave. Mixson works alongside Dino, a 3-year-old Belgian Malinois in the department's new K-9 Division.

The department also presented two citizen awards. The Volunteer of the Year award, given to a citizen who dedicates time to improve the city of Gladstone, went to Len Nelson, who helps the department with traffic speed monitoring, emergency management support and serves on the Gladstone City Council. The Citizen of the Year award was presented to Kim Sieckmann, a planning commissioner who has helped Gladstone neighborhoods come together for National Night Out events in 14 areas of the city.

Sources: City of Gladstone newsletter, Clackamas Review

(continued on page 22)

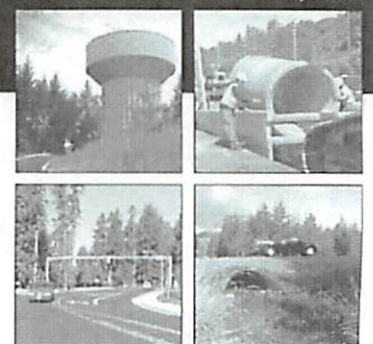


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YAHOO! NEWS

Today in America TV Introduces Elizabethtown, Kentucky in New Series

 PRWeb | Fri, Jan 27, 2012

Today in America TV visits [Elizabethtown](#) in new series "Hidden Gems to Live, Play and Work. E'town gets its cool on.

[Conal Springs, FL](#) (PRWEB) January 27, 2012

The Producers of Today in America TV are pleased to introduce [Elizabethtown, Kentucky](#) in our new series "Hidden Gems to Live, Play and Work", which will air on local and regional cable networks.

Elizabethtown, or E'town as the locals call it, is surrounded by three main highways connecting it to Indiana, Ohio and Tennessee. It's 35 miles north of Louisville. It offers every type of transportation such as highway, air, rail and river, making it easily accessible. They are within a day's drive of two-thirds of the nation's population. Speaking of which, theirs is approximately 22,000.

E'town is spacious. Check out their massive green areas which offer a plethora of pluses for business and future residents. Its low cost living means affordable housing. Low taxes and low utility rates are always a welcome break to both industry and citizens. Healthcare is within easy access with the 300 bed regional Hardin Memorial Hospital and 18 other acute-care hospitals are within 30 miles in Louisville.

Today in America TV with Terry Bradshaw scours the country for the most compelling stories about business, location and ideas that affect the daily lives of everyone. Topics include family and lifestyle, medical breakthroughs as well as other subjects important in our lives. Our new "Hidden Gems" series explores the smaller cities and towns where living is like it was back in the day. It airs on most local and regional cable networks. For more information on Today in America TV, please visit our website at [todayinamericatv.com](#).

Wanna visit? Contact:

Elizabethtown Tourism & Convention Bureau

1-800-437-0092

[Elizabethtownky.org](#)

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