

FILED
OFFICE OF THE CITY CLERK
OAKLAND

**REDEVELOPMENT AGENCY
OF THE CITY OF OAKLAND
AGENDA REPORT**

2009 NOV 19 PM 5:08

To: Office of the City/Agency Administrator
Attn: Dan Lindheim
From: Community and Economic Development Agency
Date: December 1, 2009

Re: An Agency Resolution Authorizing the Agency Administrator to Negotiate, Execute and Amend Professional Services Contracts Without Returning to the Agency As Needed to Implement a Comprehensive Economic Development Marketing Program for Redevelopment Project Areas, Including a Marketing Strategy, Brand Identity and New Marketing Materials Needed to Promote Oakland as a Prime Location for Business, Development and Investment and for the Design and Production of Quarterly Newsletters in an Amount Not To Exceed \$100,000 for Fiscal Year 2009- 2010

SUMMARY

This report recommends that the Redevelopment Agency adopt a resolution authorizing the Agency Administrator to negotiate, execute and amend professional services contracts without returning to the Agency as needed to implement a comprehensive economic development marketing program for redevelopment project areas, and to produce quarterly newsletters highlighting economic development and redevelopment in Oakland in an amount not to exceed \$100,000 for Fiscal Year 2009 - 2010.

The primary focus of the marketing campaign is to position Oakland as a desirable center for business, development and investment regionally, nationally and internationally. The purpose of the quarterly newsletters is to promote economic development and Redevelopment Agency programs, projects and initiatives to residents, businesses and investors in Oakland's Redevelopment Project Areas and citywide, to increase awareness of and participation in redevelopment activities.

FISCAL IMPACT

Funding to implement a comprehensive economic development marketing program and to produce the economic development and redevelopment quarterly newsletters will be provided as follows:

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Comprehensive Economic Development Marketing Strategy		Source		
Project Area	Amount	Fund	Org	Project
Central District	\$20,000	9553	94800	P130610
Broadway/MacArthur/San Pablo	\$5,000	9529	88669	P187510
West Oakland	\$5,000	9101	88679	P37650
Central City East	\$5,000	9546	88699	S315110
Coliseum	\$15,000	9450	88559	S82600
TOTAL	\$50,000			

Newsletters		Source		
Project Area	Amount	Fund	Org	Project
Broadway/MacArthur/San Pablo	\$8,500	9529	88669	P187510
West Oakland	\$8,500	9101	88679	P37650
Central City East	\$16,500	9546	88699	S315110
Coliseum	\$16,500	9450	88559	S82600
TOTAL	\$50,000			

These expenditures will have no impact on the General Fund.

BACKGROUND

An Economic Development Marketing Strategy

In 2001-02 the City of Oakland established an economic development marketing program to accelerate business attraction efforts in the latter half of the dot-com fueled economic boom. A break-through campaign positioning Oakland as a prime, affordable Bay Area location for business was developed in association with Young & Rubicam, one of the world’s largest advertising agencies. The eye-opening campaign helped attract 300 major new companies, a number of which either relocated or expanded from San Francisco, contributing to the 10,000 new jobs brought to Oakland during this period. The campaign also generated extensive, image-enhancing local, regional, national publicity for Oakland, including favorable coverage in the *Los Angeles Times*, *San Francisco Chronicle*, *Entrepreneur*, *Newsweek*, *Forbes* and *Money*. A key element in the campaign’s success was the creation of a marketing portfolio and website (business2oakland.com) to provide entrepreneurs, CEO’s and other investors with comprehensive information and data regarding Oakland’s advantages as a business location, incentives, target industries, Redevelopment areas, demographics, workforce, neighborhoods, and business support services. The nationally-recognized campaign garnered awards from California Association for Local Economic Development (CalEd), California Downtown

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Association, International Economic Development Council (IEDC), American Marketing Association, City-County Communications Marketing Alliance (3CMA) and others.

Newsletters

On April 1, 2008 the inaugural issue of the *Redeveloping Oakland* newsletter was published. Designed to educate the general public, property owners and business owners as well as attract investment, the quarterly newsletter now has seven issues distributed with the next issue slated for winter 2010. Each issue is published in English, Spanish, Chinese, and Vietnamese, so that vital information reaches the broadest audience regardless of English comprehension. Newsletter topics featured to date include an explanation of Redevelopment with details of Oakland's ten redevelopment project areas (spring 2008), a comprehensive list of redevelopment funded programs (summer 2008), a description of the Retail Enhancement Strategy with a map of neighborhood shopping districts (fall 2009), an update of transit village projects (winter 2009), a list of accomplishments and goals for each redevelopment project area (spring 2009), descriptions of neighborhood improvement projects supported by redevelopment funds (summer 2009) and non-profit organizations that have partnered with Redevelopment on a variety of projects, programs and initiatives (fall 2009). *Redeveloping Oakland* has become a beacon of news concerning redevelopment in Oakland.

On July 15, 2008 the Redevelopment Agency approved Resolution No. 2008-0068 C.M.S. allocating \$60,000 to the design and production of the quarterly newsletter. Funding for the newsletter was from operations and planning funds, of which approximately 17% each was from Broadway/MacArthur/San Pablo and West Oakland and 33% each from Central City East and Coliseum.

Comprehensive distribution of the newsletter includes distribution at branch libraries, senior centers and recreational centers in addition to distribution at various community meetings such as Project Area Committees and Neighborhood Crime Prevention Councils.

In addition to print copies in the languages referenced above, an electronic version of each issue is available in three different languages online at www.business2oakland.com/redevelopment. Readership tracking of online newsletters from April 2008 to September 1, 2009 found that the English versions of our newsletter have been viewed 5,662 times; the Spanish versions have been viewed 1,322; Chinese versions 1,114 and Vietnamese versions 1,005 times. As printing costs rose, the quantities of printed copies have been trimmed down from a high of 11,500 copies to 2,500 copies. The newsletter is printed on recycled paper stock using soy-based inks. Staff feels it is essential to continue printing the issues as Internet access is not universal throughout Oakland. Translations costs have been absorbed by the City's Equal Access office.

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The newsletter is produced by the Redevelopment Division with assistance of the Cultural Arts and Marketing Division. A graphic designer and writer have been important resources that allow timely releases of the newsletter without overloading staff.

The *Redeveloping Oakland* newsletter received an honorable mention in the newsletter category of the 2009 Excellence in Economic Development Award from the International Economic Development Council. "Furthering economic development is rarely a simple task in the best of times, and advancing the cause in the midst of global financial crisis is nothing less than arduous," said Ian Bromley, IEDC chair. "We tip our hat to the Oakland Community and Economic Development Agency's Redevelopment Division for its superior work during these difficult times."

To gauge the effectiveness of the *Redeveloping Oakland* newsletter, an online reader survey began collecting feedback in January. The online reader survey is being conducted at no cost as the survey subscription is covered by a different cost center. Some 70% of the survey respondents said they regularly or always read the *Redeveloping Oakland* newsletter. More than 80% of respondents said they read most or all of the newsletter, and more than 90% of respondents would recommend the newsletter to others. Most importantly, 79% said the newsletter improved or greatly improved their understanding of Oakland's redevelopment activities, and 52.6% said they had participated in a redevelopment program after reading about it in the newsletter. These last two statistics clearly show that *Redeveloping Oakland* has achieved its goal increasing awareness of and participation in redevelopment programs and projects.

In May 2009 the premier issue of the *Opportunities* newsletter was published. *Opportunities* contains the latest business news of interest to developers, site selectors, investors, brokers and business owners. The intent is to highlight the advantages of doing business in Oakland as well as sharing trends, new programs and other pertinent information. Produced on a quarterly basis, the spring 2009 issue included some 1,000 print copies in addition to an online version. To build the newsletter's subscription base, a post card was designed to encourage targeted developers, site selectors, business leaders and others to sign up for the online newsletter.

The summer 2009 issue was produced entirely as an electronic newsletter with a teaser summary e-mailed to more than 2,300 subscribers. The summary linked to complete articles and news stories about Oakland.

Design costs for the initial print version of the *Opportunities* newsletter were included in the budget for the *Redeveloping Oakland* newsletter. An additional \$10,000 expense for a writer for *Opportunities* was funded from Community Development Block Grant funds and Redevelopment Agency funds allocated to the Business Development Division for marketing activities. The newsletter writer was selected as the result a Request for Qualifications process conducted in January 2009.

KEY ISSUES AND IMPACTS

An Economic Development Marketing Strategy

As Oakland moves forward to implement a comprehensive economic development strategy, a coordinated marketing program is essential to communicating the City's many assets and advantages as a location for business, development and investment. Working collaboratively with the Oakland Partnership, CEDA Redevelopment, and CEDA Business Development Services, CEDA Marketing is primed to parlay the success of its previous economic development marketing campaign to position Oakland for another surge in business and development growth as the economy rebounds.

The primary focus of the Oakland marketing campaign would be to position Oakland as a desirable center for business, development and investment regionally, nationally and internationally. The campaign would highlight the City's many assets including strategic location, global access/connectivity, comparatively lower cost of doing business, quality of life, cultural and ethnic diversity, dynamic arts & culture scene, etc. The campaign would also have a local pride component (Oakland Grown) designed to boost morale, civic engagement, buying power and investment among Oakland residents.

Newsletters

The Redevelopment Agency's quarterly newsletter, *Redeveloping Oakland*, is designed to inform residents, businesses and investors of the various programs, projects and initiatives underway in Oakland's ten Redevelopment Project Areas. The primary objectives of the quarterly newsletter are to increase awareness of and participation in redevelopment funded activities. The use of redevelopment funds for the purpose of disseminating redevelopment information is authorized in the California Health and Safety Code Section 33131(b).

The *Opportunities* newsletter contains the latest business news of interest to developers, site selectors, investors, brokers and business owners. The primary objective is to highlight the advantages of doing business in Oakland as well as sharing trends, new programs and other pertinent information.

PROGRAM DESCRIPTION

An Economic Development Marketing Strategy

The campaign would focus on attracting business and investment in Redevelopment Areas and citywide in the following sectors that have been identified as growth industries for Oakland.

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1. International Trade & Logistics
2. Healthcare & Life Sciences
3. Biotechnology
4. Creative Arts & Media
5. Green Industry
6. Retail
7. Tourism/Conventions
8. Specialty Foods

In addition, staff would continue to expand marketing efforts in the following key geographic areas of Oakland:

- Redevelopment Project Areas
- Neighborhood commercial districts (Oakland Grown campaign)
- Community Benefit Districts (downtown and citywide)

Slated to launch in early 2010, the campaign would feature notable celebrities and civic, business and industry figures promoting Oakland – through video and written testimonials – as a prime location for business and investment.

Major campaign components include:

Citywide/regional Oakland Marketing Alliance. Established in June 2008 by the City and the Oakland Partnership, the Alliance is composed of decision makers with the clout, expertise and resources to collaboratively create and implement the Oakland marketing campaign.

Brand identity. Oakland is one of the only cities of its stature that does not have a strong, memorable brand identity. A brand identity would be created and then carried by City of Oakland, Chamber, Oakland Partnership and other stakeholder organizations and entities.

New marketing tools. The City's marketing tools (e.g., marketing brochure, fact sheets, demographics, etc.) have not been comprehensively updated for several years. The tools would be given a new look and feel, updated content and made more interactive through use of video and then packaged for print, power point, internet and included in an interactive marketing DVD. The tools would be designed to market both Oakland and key opportunities, developments, incentives, programs and services such as the new Business Tax Incentive Program, Oakland Business Assistance Center, Broadway Valdez Retail Development, Industrial/Brownfields Program and others. As part of the overall marketing campaign, staff would also produce marketing tools for CEDA and the various Redevelopment areas, including the *Opportunities* newsletter.

Social media. Excerpts from the marketing DVD presentation and other video would be

used to establish Oakland's presence on key social networking sites (e.g. My Space, YouTube, Facebook, etc.), in addition to podcasts, webcasts, vodcasts and other live action presentations.

Trade show participation. A schedule of key trade shows would be developed where Oakland would be promoted. (e.g. Urban Land Institute, International Council of Shopping Centers, etc.)

Media Placements. Advertisements promoting Oakland would be purchased in key business, trade, and consumer publications as available funding permits.

Communications plan. A seasoned communications professional or firm would be retained to assist the City with the development and implementation of a comprehensive communications plan aimed at increasing positive editorial coverage on Oakland in key newspapers, and internet, electronic and trade/industry media.

The overall cost of the marketing campaign is approximately \$200,000. Most elements of the campaign are already being paid for using a combination of FY 08-09 Marketing funds and in-kind support from private sector media. Specifically, the \$50,000 being requested through this report will be used to design and produce the new marketing tools and to retain the communications consultant. Funding is in place for most other elements of the marketing campaign and in-kind support is being sought for media placements.

The following is a breakdown of costs associated with implementing a comprehensive economic development marketing program for redevelopment project areas:

Development and production of new marketing materials	\$20,000
Development and implementation of a Communications Plan	\$30,000
Total	\$50,000

Newsletters

The *Redeveloping Oakland* quarterly newsletter will be produced and distributed to residents, businesses and investors in Oakland's Redevelopment Project Areas to increase their participation in redevelopment funded programs, projects and initiatives. The *Opportunities* quarterly electronic newsletter will be produced and distributed via subscription to developers, site selectors, investors, business leaders and others. It will spotlight what's hot and happening in Oakland including new businesses, development activity, real estate transactions, and business support programs. *Opportunities* will feature information on incentives for locating and investing in Oakland including hiring tax credits, site location assistance and expedited permits to name a few. The newsletter will provide links to positive news articles, information on upcoming events and marketing tips.

Redevelopment and Marketing Division staff will work with a graphic designer, two writers/journalists, and a photographer under contract to the Redevelopment Agency to produce the quarterly newsletters. In addition to paying for graphic design, writing and photography services, redevelopment project area funds will pay for printing the *Redeveloping Oakland* newsletter. The number of print copies has been reduced from 11,500 to 2,500 since the inaugural issue in spring 2008. Funding for printing costs is included in the budgets of the redevelopment project areas.

The Equal Access Division, of the City Administrator's Office has covered the cost of translating, typesetting and proof reading the non-English versions of the *Redeveloping Oakland* newsletter since its 2008 release date.

The following is a breakdown of costs to produce the winter, spring and summer issues of the *Redeveloping Oakland* and *Opportunities* newsletters:

Graphic Design	\$20,000
Writing	\$20,000
Photography	\$10,000
Total	\$50,000

SUSTAINABLE OPPORTUNITIES

Economic: Implementation of a comprehensive economic development marketing strategy that seeks to position Oakland as a desirable place for business, development and investment regionally, nationally and internationally will facilitate the attraction of business and investment in Redevelopment Project Areas and citywide.

The production and distribution of quarterly newsletters seeks to educate and inform Oakland's ethnically, culturally and economically diverse population of residents, businesses and investors of economic development and redevelopment programs, of projects and initiatives in Oakland's redevelopment areas. These publications will increase the Redevelopment Agency's outreach to residents, businesses and investors and potentially result in increased participation in economic development and redevelopment activities which are designed to stimulate investment and reduce physical blight.

Environmental: An economic development marketing strategy aimed at promoting investment opportunities in Oakland's Redevelopment Project Areas, specifically in sectors identified as growth industries will facilitate the establishment of new businesses, expansion of existing businesses and redevelopment of vacant, infill and obsolete sites.

The quarterly newsletters are designed for electronic and print distribution. All printing complies with the City's printing standards including the use of recycled paper and soy based inks.

Social Equity: Implementing a marketing strategy that positions Oakland as a desirable center for business, development and investment regionally, nationally and internationally expands the realm within which investment opportunities are promoted. The strategy will include a local pride component (Oakland Grown) designed to boost morale, civic engagement, buying power and investment among Oakland residents.

The quarterly newsletters are produced in English and the redevelopment newsletter is translated in to Spanish and Chinese languages. The purpose is to ensure that non-English speaking residents, businesses and investors in Oakland's Redevelopment Project Areas have access to information about programs, projects and initiatives designed to reduce physical and economic blight.

DISABILITY AND SENIOR CITIZEN ACCESS

Implementation of a comprehensive economic development marketing strategy has no direct implication for disability and senior access. Disabled and senior persons who live in redevelopment areas will have access to the newsletters. Thus they will be informed of redevelopment activities that impact their lives. This includes streetscape projects that improve accessibility and crime reduction initiatives designed to make neighborhoods safe. There will also be information about various incentives for businesses and commercial property owners to improve their ability to attract businesses that provide essential goods and services that are conveniently located.

RECOMMENDATION(S) AND RATIONALE

It is recommended that the Redevelopment Agency authorize the Agency Administrator to negotiate, execute and amend professional services contracts without returning to the Agency as needed to implement a comprehensive economic development marketing program and to produce quarterly newsletters in an amount not to exceed \$100,000 for fiscal year 2009- 2010.

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ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the Redevelopment Agency approve the resolution.

Respectfully submitted,



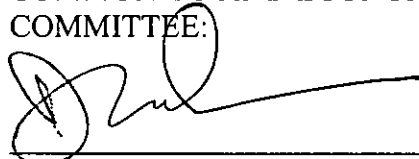
Walter S. Cohen, Director
Community and Economic Development Agency

Reviewed by:
Gregory Hunter, Deputy Director
Economic Development and Redevelopment

Prepared by:
Stephanie Floyd-Johnson, Redevelopment Program
Manager

Samee Roberts, Marketing Manager

APPROVED AND FORWARDED TO THE
COMMUNITY AND ECONOMIC DEVELOPMENT
COMMITTEE:



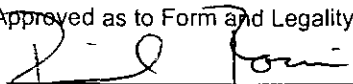
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Approved as to Form and Legality.


Agency Counsel

REDEVELOPMENT AGENCY OF THE CITY OF OAKLAND

Resolution No. _____ C.M.S.

AN AGENCY RESOLUTION AUTHORIZING THE AGENCY ADMINISTRATOR TO NEGOTIATE, EXECUTE AND AMEND PROFESSIONAL SERVICES CONTRACTS WITHOUT RETURNING TO THE AGENCY AS NEEDED TO IMPLEMENT A COMPREHENSIVE ECONOMIC DEVELOPMENT MARKETING PROGRAM FOR REDEVELOPMENT PROJECT AREAS, INCLUDING A MARKETING STRATEGY, BRAND IDENTITY AND NEW MARKETING MATERIALS NEEDED TO PROMOTE OAKLAND AS A PRIME LOCATION FOR BUSINESS, DEVELOPMENT AND INVESTMENT, AND FOR THE DESIGN AND PRODUCTION OF QUARTERLY NEWSLETTERS, IN AN AMOUNT NOT TO EXCEED \$100,000 FOR FISCAL YEAR 2009 - 2010

WHEREAS, the Redevelopment Agency of the City of Oakland coordinates and manages redevelopment activities throughout Oakland's ten Redevelopment Project Areas; and

WHEREAS, Redevelopment Plans include as objectives the attraction of new business and development of opportunity sites; and

WHEREAS, a number of jurisdictions throughout California have established marketing programs to promote their jurisdiction as a prime location for business, development and investment; and

WHEREAS, the Agency desires to implement a comprehensive economic development marketing program for Redevelopment Project Areas, including a marketing strategy, brand identity and production of new marketing materials; and

WHEREAS, the Redevelopment Agency launched an economic development newsletter to highlight the advantages of doing business in Oakland, share trends, promote investment opportunities and other pertinent information of interest to developers, site selectors, investors, brokers and business owners; and

WHEREAS, the Redevelopment Agency desires to continue to produce the quarterly economic development newsletter for fiscal year 2009 – 2010; and

WHEREAS, Resolution No. 2008-0068 C.M.S. authorized the Agency Administrator to negotiate, execute and amend professional services contracts as needed without returning to the Agency for the design, development and production of a quarterly newsletter for the Redevelopment Agency in an amount not to exceed \$60,000 for fiscal year 2008-2009; and

WHEREAS, the Redevelopment Agency entered into contracts for graphic design, writing and photography services and produced three issues of an economic development newsletter and three issues of the redevelopment newsletter; and

WHEREAS, the Redevelopment Agency wishes to continue to produce quarterly newsletters for fiscal year 2009-10; and

WHEREAS, a request for qualifications was conducted to solicit qualified graphic design, writing and photography firms resulting in a total of eleven responses; and

WHEREAS, the design, writing and photography services needed for the production of quarterly newsletters will not exceed \$50,000 for fiscal year 2009 – 2010; and

WHEREAS, the Agency finds that the services provided pursuant to the agreements(s) authorized hereunder are of a professional, scientific or technical nature and are temporary in nature; and

WHEREAS, the Agency finds that the agreements(s) shall not result in the loss of employment or salary by any person having a permanent status in the competitive service; now, therefore, be it

RESOLVED: That the Agency Administrator is hereby authorized to negotiate, execute and amend professional services contracts without returning to the Agency as needed to implement a comprehensive economic development marketing program for redevelopment project areas and to produce quarterly newsletters highlighting economic development and redevelopment projects, programs and initiatives in an amount not to exceed \$100,000 for fiscal year 2009 - 2010; and be it

FURTHER RESOLVED: That the \$50,000 for implementation of a comprehensive economic development marketing program for redevelopment project areas shall be allocated as follows:

Project Area	Amount	Fund	Org	Project
Central District	\$20,000	9553	94800	P130610
Broadway/MacArthur/San Pablo	\$5,000	9529	88669	P187510
West Oakland	\$5,000	9101	88679	P37650
Central City East	\$5,000	9546	88699	S315110
Coliseum	\$15,000	9450	88559	S82600

and be it

FURTHER RESOLVED: That the \$50,000 for production of the economic development and redevelopment newsletters shall be allocated as follows:

Project Area	Amount	Fund	Org	Project
Broadway/MacArthur/San Pablo	\$8,500	9529	88669	P187510
West Oakland	\$8,500	9101	88679	P37650
Central City East	\$16,500	9546	88699	S315110
Coliseum	\$16,500	9450	88559	S82600

and be it

FURTHER RESOLVED: That all documents related to these contracts shall be reviewed and approved by the Agency Counsel prior to execution and copies will be placed on file with the Agency Secretary.

IN AGENCY, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, QUAN, REID, AND
CHAIRPERSON, BRUNNER

NOES -

ABSENT -

ABSTENTION -

ATTEST:

LATONDA SIMMONS
Secretary of the Redevelopment Agency
of the City of Oakland, California