

**City of La Palma
Economic Development Action Plan
2013-2016**

Task #	Strategy Description	Milestones and Interim Targets	Responsible Party(ies)	Expected Result (Metric)	Resources Needed	Timeline		
						2013-14	2014-15	2015-16
A. Increase La Palma's Community Wealth and Grow the City Tax/Revenue Base								
A.1	Create New and Increasing Existing Revenue Sources Where Possible.							
1.a.	Consider development of Electronic Message Center (Billboard)	Policy Direction	City Council, Mgmt Team	Increase in General Fund revenue	\$50K	July		
		Deposit Agreement and Developer Selection	City Mgr., City Atty. & Comm. Dev. Dir.	Signed Agreement		Sept		
		Code Amendment and CEQA Certification	Comm. Dev. Dept.	Adopted Code Amendment		Fall		
		Development Agreement	City Mgr., City Atty. & Comm. Dev. Dir.	Executed DA		Winter		
		Permits and Construction	Comm. Dev. Dept.	Signs installed and operational		Spring		
1.b.	Commercial lease-up of the Grant Building 541014 La Palma Ave.	Dept of Finance Approval of LRPMP	City Mgr., City Atty. & Comm. Dev. Dir.	On-going general fund revenue	\$113.5K	Nov		
		Marketing of space	Comm. Dev. Dept.	Flyers prepared and distributed	\$500	Fall		
		Lease preparation and approval	City Mgr., City Atty. & Comm. Dev. Dir.	Signed Leases	\$10K	Winter		
		Environmental clearance	Comm. Dev. Dept.	Clearance report	\$3K	Fall		
		Tenant Improvements and occupancy	Comm. Dev. Dept.	Certificate of Occupancy	\$90K	Late Spring		
A.2 Update City's General Plan to make adjustments for the changing environment								
2.a.	Complete General Plan Update	Circulate Draft Plan and EIR for public review and comment	City Council, City Mgr., Community Dev. Dir.	Adoption and file with the State	\$130K in contract services	Late Fall		
		Prepare responses to comments and Final Draft Plan	Comm. Dev. Dept.	Final Draft Prepared		Winter		
		Circulate and Conduct Public Hearings for Adoption	Comm. Dev. Dept.	Public Hearings Held		Spring		
		Obtain Housing Element Certification	Comm. Dev. Dept.	Certification from HCD		Spring		
2.b.	Complete Zoning Code Update	Prepare draft Code Amendment	City Council, City Mgr., Community Dev. Dir.	Zoning Code Amendment	\$13K in Contract Services		July	
		Circulate Code Amendment and Environmental Review	Comm. Dev. Dept.	Meetings Held			Sept	
		Conduct Public Hearings for Adoption	Comm. Dev. Dept.	Public Hearings Held			Nov	
A.3 Monitor and Support Legislation that Encourage Local Economic Development (LED) opportunities.								
3.a.	Attend League of Cities and ACCOC Legislative briefings	Attend briefings at least quarterly. Identify all legislation impacting La Palma.	City Council, City Mgr., Comm. Dev. Dir.	% of quarters where at least one meeting was attended	16 Labor hours	Ongoing	Ongoing	Ongoing

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3.b.	Draft letters of support for Economic Development and Redevelopment Initiatives.	Communicate on 100 percent of legislation identified as impacting La Palma	City Manager., Comm. Dev. Dir.	% of legislation communicated on	Staff Time	Ongoing	Ongoing	Ongoing
3.c.	Conduct outreach to La Palma Representatives to inform them regarding Economic Development Initiatives.	Inform representatives - meet with representatives at least annually and provide economic development annual report - % of ED related votes which agree with the stated LP position	City Council, City Mgr., Community Dev. Dir.	100% concurrence	Staff Time	Annually	Annually	Annually

B. Strengthen La Palma's Ability to Attract New Businesses to Expand Tax Base and Create Employment Opportunities

B.1 Increase awareness about the City of La Palma as a place to invest and do business								
1.a	Investigate Search Engine Optimization for City Web Page	Recommendation to the City Manager	Admin Services & Comm. Dev.	Report on search optimization	\$9K	Late Spring		
1.b	Coordinate and distribute press releases from the City and its businesses to regional, not just local, newspapers.	Identify regional sources and contacts; # of press releases to contacts;	Admin Services & Mgmt Team	# of regional stories generated	Staff time	Ongoing	Ongoing	Ongoing
1.c	Build City of La Palma's identity and reputation as a premier business location among key industry groups	Identify the target business groups by January 2014; develop marketing plan to provide information to the groups by July 2014; survey for market reaction December 2014	Community Dev. Dir., Mgmt Team	# of press releases run	Staff Time	Ongoing	Ongoing	Ongoing
1.d	Educate brokers and business leaders about the key advantaged to locating in La Palma	1 outreach per year to top 4 real estate brokerage	Community Dev. Dir., Mgmt Team	Reduction in Vacancy rate	\$500	Ongoing	Ongoing	Ongoing

B.2 Enhance "Business Friendly" Perceptions and Customer Service								
2.a.	Maintain Planning Entitlement Applications on City Web Site	Annual review forms and update data	Admin Services & Comm. Dev.	Applications available 24/7	20 Labor Hours	August	August	August
2.b.	Maintain Current Development and Permit Fees Schedule on city web site	Annual review of Schedule and update data	Admin Services, Comm Dev Dept. & Public Works	Fee Schedule available 24/7	10 Labor Hours	Fall	June	June
2.c.	Ensure City Website is a current resource	Bi-annual scan of website to identify outdated material for updating	Admin Services & Mgmt Team	% increase of "clicks" on web site	320 labor hours	Ongoing	Ongoing	Ongoing
2.d.	Develop "Permits over-the-counter" and "Projects without plans" fact sheets	Produce fact sheets and post to web site and public counters	Comm Dev. Dept.	# of permits issued annually	16 Labor hours	Spring		
2.e.	Conduct regular and ongoing lunch with the Mayor events with La Palma businesses.	Complete at least two per year 100% of the time; track results from the meetings and report to the City Council in the annual EDP report	Comm. Dev. Dir.	# of Lunches held	24 Labor hours	Ongoing	Ongoing	Ongoing
2.f.	Welcome and Acknowledgement of New Businesses to La Palma	Send Welcome/Acknowledgement Letter to every new Business within 45 days of business license issuance	Comm Dev. Dept.	% of letters sent on time	1 Labor hour per letter	Ongoing	Ongoing	Ongoing

B.3 Take steps to reduce vacant/idle properties.								
3.a.	Encourage commercial property owners to re-invest in their facilities	Target one property for upgrades annually	City Council, Mgmt Team	# of properties enhanced	160 labor hours	Ongoing	Ongoing	Ongoing
3.b.	Conduct outreach to brokerage community	Hold one network lunch with each major brokerage house annually	Comm. Dev. Dir.	Generate 1 new business prospect each year	\$500	Ongoing	Ongoing	Ongoing
		Identify vacancies/upcoming vacancies that provide opportunities	Comm. Dev. Dir.	Maintain available inventory list on web site	80 labor hours	Ongoing	Ongoing	Ongoing
		Help identify key prospects and match to vacancies inventory	Comm. Dev. Dir.	Recruitment letters sent to 100% of the matches identified	1 Labor hour per letter	Ongoing	Ongoing	Ongoing

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3.c.	Prepare recruitment letters for targeted businesses that compliment La Palma	Target businesses identified; 100% of targeted businesses contacted; % of contacted businesses resulting in new business; resulting new revenue	Comm. Dev. Dir.	# of brokers familiar with La Palma	1 Labor hour per letter	Ongoing	Ongoing	Ongoing
3.d.	Encourage new restaurants in La Palma	Create FOG assistance program for Food Service Establishments (FSE)	City Council; City Mgr.; Comm. Dev. Dept.	# new FSE's	40 Labor hours	June		
		Approve funding source for FOG assistance program	Comm. Dev. Dept & Comm. Services Dept. & Finance Dept.	Funding Source identified	\$25K		June	
		Market "New" Restaurants FOG Financial Assistance	Comm. Dev. Dir.	# new FSE's			July	
C. Create a Climate that Helps Existing Businesses Expand to Grow Tax Base								
C.1	Enhance City services geared toward employers.							
1.a	Market the Community Center as a location for employee training and events.	Identify times and days generally available for additional rental	Recreation Dept. & Comm. Dev. Dept.	Increase in rental revenue	12 Labor hours	Dec		
		create marketing plan and materials	Recreation Dept. & Comm. Dev. Dept.	Marketing Plan Adopted	\$500	June		
		Implement the plan	Recreation Dept. & Comm. Dev. Dept.	Roll out of plan	28 Labor hours		July	
		Annual review and revisions	Recreation Dept. & Comm. Dev. Dept.	Program revisions if necessary	12 Labor hours			July
1.b	Promote E2G2 Neighborhood Network	Increase awareness of and members on Neighborhood Network	Admin Services, Comm Dev Dept., & Mgmt Team	% of residenta aware of E2G2	26 Labor hours	Ongoing	Ongoing	Ongoing
C.2	Provide Assistance for Businesses and Commercial Property Owners							
2.a	Host Small Business Workshops in La Palma	Coordinate with the Small Business Administration and the Service Corps of Retired Executives (SCORE)	Recreation Dept. & Comm. Dev. Dir.	5 workshops per year	Jun 1903	Ongoing	Ongoing	Ongoing
2.b.	Support West Orange County Regional Chamber of Commerce (WOCRCCOC)	City membership by July 2014; 4 events attended including serving on committees etc.; chamber membership growth in lp businesses of at least 2% each year	City Council, Mgmt Team	# events attended	80 Labor hours	Annually	Annually	Annually
2.c.	California Property Assessed Clean Energy (PACE) Program	Adopt Resolution Approving HERO program and Joining West Riverside Council of Governments (WRCOG) to participate in Financing PACE program	City Council; City Mgr.; Comm. Dev. Dept.	Executed Amendment to WRCOG JPA	60 Labor hours	Sept		
2.d.	Grow Existing Businesses and Support Expansion within the City	Identify La Palma businesses that are ready for growth (gazelles) and help encourage their expansion	Admin Services, Comm Dev Dept., & Mgmt Team	# of businesses indicating that NN	Staff time			Jan
C.3	Provide a single business contact point for City Hall.							
3.a.	Coordinate information and service requests by businesses through the Community Development Department	# of business inquiries direct or referred to CDD - 100% of inquiries; # initiatives generated for CDD followup from inquiries; % inquirers rating their CDD experience as very good or excellent	Comm. Dev. Dir.	avg. time from inquiry to initial response	Staff time	Ongoing	Ongoing	Ongoing
3.b.	Business Industry Roundtables	Facilitate annual meeting with Commercial Property Owners and Civic Leadership	City Mgr., City Clerk. & Comm. Dev. Dir.	Improved communications with Stakeholders	12 Labor hours	Jan	Jan	Jan

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		Facilitate annual meeting with Business Owners and Civic Leadership	City Mgr., City Clerk. & Comm. Dev. Dir.	Improved communications with Business leaders	12 Labor hours	Mar	Mar	Mar
		Facilitate annual meeting with Commercial Brokers and Civic Leadership	City Mgr., City Clerk. & Comm. Dev. Dir.	Improved communications with Stakeholders	12 Labor hours	May	May	May

D. Strengthen La Palma's Ability to Retain Existing Businesses to Preserve Tax Base and Local Jobs

D.1 Continually promote the importance of Businesses on La Palma's quality of life.								
1.a	Submit quarterly articles in for the Mosaic.	target key messages and themes from the EDP, as well as, new economic or demographic information;	Comm. Dev. Dir. & Comm Service Dept.	# of Articles printed	16 Labor Hours	Ongoing	Ongoing	Ongoing
1.b	Continue and grow Corporate Connections program	% growth in # of sponsors and \$ of sponsorships in each year; % new businesses participating; % sponsors lost annually; identify value added opportunities to add to the program	Comm Services, Admin Services, & Comm. Dev.	% growth in Sponsorships and Revenue	Staff time	3%	5%	8%
1.c	Continue Public Education about the City's finances and major revenue sources	Produce two public education pieces per year to increase public awareness of City's fiscal condition	City Council; Finance Dept.; Mgmt Team	# of Articles published	16 Labor hours	Ongoing	Ongoing	Ongoing
1.d	Conduct "Walk Abouts" with the Mayor and WOCRCOC to keep a pulse on La Palma's business environment	Conduct at least one "Walk About" per quarter; document information gained for EDP annual report	City Council; City Mgr.; Comm. Dev. Dir.	# of Walk-about conducted	16 Labor hours	Ongoing	Ongoing	Ongoing
D.2 Ensure processes for entitlements and permitting are optimal for the private sector								
2.a	Continue to identify common organizational "roadblocks" to expanding or relocating a business in La Palma.	Address such roadblocks through staff training, revising city codes, and other means.	Community Dev Dir., Public Works Dir.	# roadblocks identified that are addressed	Staff time	Ongoing	Ongoing	Ongoing
2.b	Conduct "Jump Start" pre-development meetings with property owners, developers, and applicants	% applicants with pre-dev mtg; avg processing time of pre-dev apps vs others; rating of experience by apps	Comm Dev Dept, Public Works	# of days for processing time	80 Labor hours	<2%>	<2%>	<2%>
2.c	Streamline entitlement processes for faster approvals.	Survey applicants of completed projects to determine where improvements can be made	Comm Dev Dept.; Public Works & OCFA	# of applicants surveyed	40 Labor Hours	Ongoing	Ongoing	Ongoing

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D.3	Continue to coordinate business appreciation events.							
3.a	Include Recognition of Key Businesses in the State of the City address.	Survey State of the City attendees	City Mgr., Comm. Dev. Dir.	% businesses rating the city as appreciative	12 Labor hours	April	April	April
3.b	Encourage businesses to hold "Ribbon cuttings", "open houses", "anniversary" events. Encourage Councilmember's and City staff to attend functions.	Foster two business events per year to promote goodwill and sense of community	City Council, Comm Dev. Dir., Mgmt Team	# of events held	24 labor hours	Ongoing	Ongoing	Ongoing
3.c	Work with the Korean Chamber of Commerce and other Korean-based business groups to integrate La Palma's Korean businesses into the main stream of businesses in the City.	Conduct outreach though Mayor Walk abouts and other avenues	City Council, City Mgr., Comm Dev Dir.	# korean business participating in Corp Connection, E2G2 programs and WOCRIOC	Staff time	Ongoing	Ongoing	Ongoing

E. Refresh Economic Development Efforts

1	Evaluate Economic Development Plan and Update as Necessary.							
1.a	Update Economic Development Plan to reflect loss of Redevelopment; changing environment and any revisions to the General Plan	Preparation of Updated Economic Development Plan	City Mgr., Mgmt. Team,	Updated EDP	200 Labor hours		Jan 2015	
1.b	Create Action Plan for implementation of Economic Development Plan	Preparation of updated action plan, updated annually	City Mgr., Comm. Dev. Dir.	Plan prepared on timeline	60 Labor hours	Sept	March	March
1.c	Provide the City Council with a annual progress report	Preparation of annual progress reports	City Mgr., Comm. Dev. Dir.	Annual report	44 Labor hours	Feb	Feb	Feb