

C I T Y O F W E S T M I N S T E R

SIX-MONTH STRATEGIC OBJECTIVES

May 1, 2025 through October 31, 2025

| THREE-YEAR GOAL: ACHIEVE FINANCIAL STABILITY | | | | | | |
|---|--|--|--------|-----------|---------|--|
| WHEN | WHO | WHAT | STATUS | | | COMMENTS |
| | | | DONE | ON TARGET | REVISED | |
| May 14, 2025 Study Session | Finance Director | Establish a policy to set priorities on the expenditures of new tax revenues, working with the Finance Department to take into account existing needs. | x | | | Staff Report 6/25 |
| First Meeting of June 2025 | City Manager, working with the Economic Development Manager | Update the City Council on the economic development strategy, including: <ul style="list-style-type: none"> • Outreach efforts and engagement with businesses in the City; • Partnership with the Chamber of Commerce and other small business efforts. | x | | | Staff Report 6/25 |
| Second Meeting in June 2025 | Finance Director, working with the Assistant City Manager, City Attorney, and City Manager | Explore other opportunities to generate revenue for the City, including: <ul style="list-style-type: none"> • Transient occupancy tax (hotel tax); • Cannabis taxes; • Expanded user utility tax. | x | | | Staff Report 6/25 |
| Second Meeting in August 2025 | City Manager, working with the Economic Development Manager | Research the establishment of a Business Improvement District and present a report to the City Council. | | | | |
| September 2025 | Finance Director, working with the Assistant City Manager and City Manager | Provide an update to the City Council on the status of creative revenue ideas. <ul style="list-style-type: none"> • Review general fund revenues and how they're being invested. • Annexation of the County islands. • Investigate more efficient use of City properties that are currently owned by the City for income generation and economic development. | | | x | Ongoing discussions regarding annexation |

**THREE-YEAR GOAL: IMPLEMENT AND SUPPORT EFFECTIVE LAND-USE POLICIES
THAT ENCOURAGE QUALITY DEVELOPMENT**

| WHEN | WHO | WHAT | STATUS | | | COMMENTS |
|-----------------|--|---|--------|-----------|---------|--|
| | | | DONE | ON TARGET | REVISED | |
| Early June 2025 | Assistant City Manager, working with the Principal Planner | Initiate the General Plan amendments throughout the City and report back to the City Council on the status and timeline to execute the Environment Impact Report process. | x | | | Staff Report 6/11 Presentation 6/11 |
| June 2025 | Assistant City Manager, working with the Principal Planner | Provide a status update on the City's ongoing Zoning Phase 2 Study, including an overview of the project schedule and cost. | x | | | Staff Report 6/11 Presentation 6/11 |
| June 2025 | Assistant City Manager, working with the Principal Planner | Provide the City Council a bus tour of areas in Orange County and/or Southern California that have been redeveloped to successful mixed-use projects. | x | | | Tour taken on 8/20 |
| By June 2026 | Assistant City Manager, working with the Principal Planner | Provide a report to the City Council on the state of mixed-use districts in the City, the key characteristics of a specific plan and review feedback from the City Council on their priorities for potential mixed-use districts and prioritize areas that may be subject to a specific plan. | | x | | |

THREE-YEAR GOAL: ATTRACT, DEVELOP AND RETAIN WELL QUALIFIED STAFF MEMBERS

| WHEN | WHO | WHAT | STATUS | | | COMMENTS |
|---------------|--------------------------|---|--------|-----------|---------|----------|
| | | | DONE | ON TARGET | REVISED | |
| February 2026 | Human Resources Director | Conclude union negotiations successfully in a way that respects our staff, but also does not destroy the financial future of the city. Provide an initial update to the City Council in early 2026. | | x | | |

THREE-YEAR GOAL: IMPROVE CUSTOMER SERVICE DELIVERY TO THE COMMUNITY

| WHEN | WHO | WHAT | STATUS | | | COMMENTS |
|----------------|---|---|--------|-----------|---------|--|
| | | | DONE | ON TARGET | REVISED | |
| June 11, 2025 | Assistant City Manager, working with the City Manager and Interim Community Development Director | Provide an update to the City Council in a Study Session on the progress of updates in the Community Development Department and review progress on reforms, metrics, and next objectives. | x | | | Staff Report 6/11 Presentation 6/11 |
| September 2025 | City Manager and Assistant City Manager | Provide an update to the City Council on the business licensing process and denote progress on business license issuance and the impacts of the concierge service. | x | | | Staff Report 9/24 |
| October 2025 | City Manager and Assistant City Manager, co-leads, working with Department Heads | Develop and provide customer service training for all public-facing divisions with department-driven content that meet the needs of specific departments and/or the context of their role at the City. | | | x | Training by department, no citywide yet |
| December 2025 | Assistant City Manager, working with the City Manager, Community Development Director, or Principal Planner | Develop flowcharts and customer service-oriented material that better informs developers and residents on the Community Development Department's work process and how customers can best partner with the City on development projects. | | x | | Processes are being revised on case-by-case basis |

THREE-YEAR GOAL: ENHANCE QUALITY OF LIFE AND BEAUTIFICATION THROUGHOUT THE CITY

| WHEN | WHO | WHAT | STATUS | | | COMMENTS |
|----------------|----------------------------------|--|--------|-----------|---------|---|
| | | | DONE | ON TARGET | REVISED | |
| June 2025 | City Manager's Office | Spark and engage community pride and City partners (i.e. MCSD, school districts, County) to support beautification efforts. Identify new opportunities for partnership with these agencies by initiating discussions. | | | x | Ongoing discussions |
| September 2025 | Interim Code Enforcement Manager | Provide an update to the City Council on the code enforcement process, including metrics and geo-location data on steps taken to be more proactive. | x | | | Staff Report 9/24 |
| September 2025 | City Manager's Office | Take steps toward City beautification to improve quality of life and attract businesses and developers (utility box art, street art, encourage residential investments in public-facing yards, support resident educational materials on guidelines for plantings and design). Provide an update to City Council on options for beautification programs and opportunities. | | | x | Ongoing efforts; Cultural Arts Commission engaged on some efforts |