

CITY OF WESTMINSTER

SIX-MONTH STRATEGIC OBJECTIVES

May 1, 2026 through October 31, 2026

THREE-YEAR GOAL: <b>ACHIEVE FINANCIAL STABILITY</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
August 2026	City Manager, working with the Economic Development Manager	Research the establishment of a Business Improvement District and present a report to the City Council.			x	Revised due to staffing changes; by August 2026
February 2026	Finance Director, working with the Assistant City Manager, City Attorney and City Manager	Engage a consultant to conduct a scientifically valid community survey to gauge community perspectives on potential revenue measures.	x			<a href="#">Presented on 02/25/2026</a>
September 2026	Finance Director, working with the Assistant City Manager, City Attorney and City Manager	Provide an update to the City Council on the status and next steps related to a potential Transient Occupancy Tax (TOT).			x	Pending results of survey from objective above; anticipated by Sept. 2026
September 2026	Finance Director, working with the Assistant City Manager, City Attorney and City Manager	Provide an update to the City Council on the exploration and feasibility of implementing a cannabis tax.			x	Pending results of survey from objective above; anticipated by Sept. 2026
October 2026	Finance Director, working with the Assistant City Manager and City Manager	Provide an update to the City Council on the status of annexation of the County islands.			x	Ongoing discussions regarding annexation; update by October 2026
June 2026	Finance Director, working with the Assistant City Manager and City Manager	Investigate more efficient use of City properties that are currently owned by the City for income generation and economic development.			x	Update by June 2026 for Council to provide

						direction on next steps.
August 2026	City Manager, working with the Economic Development Manage	Provide a status update on the economic development strategic plan.			x	Revised due to staffing changes with consultant; status by August 2026
May 2026	Finance Director, working with the Assistant City Manager and City Manager	Reassess traffic impact fee and park fees, and explore other fees.			x	Scheduled for May 13, 2026 meeting

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
January 2026	Assistant City Manager, working with the Principal Planner	Provide an update on General Plan amendments throughout the City and report back on the status and timeline to execute the Environmental Impact Report process.	x			<a href="#">Presented at March 25, 2026 meeting.</a>
January 2026	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			<a href="#">Presented at March 25, 2026 meeting.</a>
June 2026	Assistant City Manager, working with the Principal Planner	Provide an update on the implementation strategies of the General Plan update and seek Council direction on prioritization of strategies.			x	June 2026; to also include direction for prioritization of strategies
August 2026	Assistant City Manager, working with the Principal Planner	Identify ways to modify the City's code to be more efficient and improve development, including: <ul style="list-style-type: none"> <li>• Assess current code and identify gaps/issues to be improved.</li> <li>• Circulate ideas with the developer community.</li> </ul>			x	August 2026

September 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			<a href="#">Presented at March 25, 2026 meeting.</a>
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**THREE-YEAR GOAL: ATTRACT, DEVELOP AND RETAIN WELL QUALIFIED STAFF MEMBERS**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 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	In progress; anticipated by June 2026
February 2026	Human Resources Director	Assess the financial impacts of potential part-time wage adjustments to ensure any changes are fiscally sustainable and aligned with market conditions.	x			Study completed in February
June 2026	Human Resources Director	Present an updated part-time wage structure to the City Council for consideration and approval to improve retention and attract qualified candidates.			x	Anticipated by June 2026
September 2026	Human Resources Director	Develop a professional development and training plan for specialty areas on a department level.				Presented to Council on April 28, 2026.

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 2026	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	
May 2026	City Manager and Assistant City Manager, co-leads, working with Department Heads	Identify a facilitator to conduct city-wide customer service and workplace culture training for all public-facing divisions.			x	May 2026; to include workplace culture
October 2026	City Manager and Assistant City Manager, co-leads, working with Department Heads	Review progress on customer service training and track metrics to review and assess comparisons on a regular basis.			x	
October 2026	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 meets the needs of specific departments and/or the context of their role at the City.			x	Training by department, no citywide yet
August 2026	Interim Community Development Director, working with the City Manager or Principal Planner	Review and update flowcharts and develop customer service oriented material that better informs developers and residents on the Community Development Department's work process and how city 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	
October 2026	City Manager and Assistant City Manager	Issue a Request for Proposals to identify a consultant to facilitate a review of the City's mission, vision, and values and launch a rebranding effort (logo, identity, messaging) to strengthen unified identity.			x	
June 2026	Community Services Director	Provide an update on the status of the Parks Master Plan.			x	
October 2026	City Manager and Assistant City Manager	Identify a consultant to begin the process of developing and implementing citywide design standards to create a unified look and feel for buildings, signage and public spaces.			x	Sign code update and Little Saigon grant-related update in progress; October 2026; from Community Development
October 2026	Community Services Director	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	Cultural Arts Commission engaged on some efforts; some efforts connected to Little Saigon grant
October 2026	Community Services Director and Public Works Director	Research and present policy options to City Council to expand and encourage public art installations citywide.			x	Some efforts connected to Little Saigon grant; Mobilize Cultural Arts Committee to identify and present available sites

						for public art installations.
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