

Goals and Objectives

City of Westlake

Annual Work Plan

Goal One: Development of a Long Term Financial Plan:

Objective One/A: Develop a Seven Year Financial Plan

- **Object 1/A/1: Project City Revenues Based upon the following factors:**
 - Utilize historic revenue growth over the past three years.
 - Factor in anticipated growth rates in based upon known agreements/contracts.
 - Factor in economic growth projects such as commercial and residential expansion.
 - Factor in supplemental revenue sources such as Revenue Sharing and other forms of non-tax revenue.
 - Where necessary project revenue increases as a means of ensuring a balanced budget.
 - Use graphics to display the results.
- **Objective 1/A/2: Project City Expenditures (O & M and Capital) Based upon the following factors:**
 - Increase in operational expenses to keep pace with growth.
 - Increase in capital expenses to keep pace with growth.
 - Where necessary project expenditure reductions as a means of ensuring a balanced budget, including a priority spending plan for capital projects.
 - Use graphics to display the results.
- **Objective 1/A/3: Develop specific recommendations to address gaps/shortfalls in revenues and exceptional expenditure requirements for operation and maintenance and capital costs.**

Objective One/B: Establish an Economic Development Plan the City (\$ - Cost - potential)

- **Objective 1/B/1: Obtain the Services of a Professional Economic Development Vendor.**
 - Identify funding sources (internally and externally) for the creation of an economic development plan for the City.
 - Establish a scope of services for an economic development plan.
 - The scope of services should include specific action items that the City can implement that will foster economic growth in the City.

- The scope of services should also include cost factors associated with the implementation of such a Plan (operational and capital expenditures).
- Included in the scope of services should be projections on how implementation of the Plan will positively impact the City.
- The growth projects associated with the study should clearly identify any ongoing operational and capital expenses associated with the implementation of the Plan.
- The scope of services should include a net income (projection) to the City after all implementation and ongoing expenditures are made.
- The study should identify collaborative opportunities for the City to work with the County/State and Federal government on joint venture opportunities for growth within the City.
- The scope should identify all funding sources available to the City to support its economic development plan (i.e. grants, low interest loans, etc).
- **Objective 1/B/2: Once the scope of services has been created, solicit bids for the creation of an economic development plan for the City.**
- **Objective 1/B/3: Establish a City of Westlake Economic Forum:**
 - Establish a Charter for the Forum that includes as its purpose the promotion of economic growth and prosperity of the City of Westlake.
 - As part of the Charter of the Economic Forum should be empowered to bring recommendations to the City Council as it relates to the economic expansion and development of the City.
 - The Charter should include in its membership the following: a) an Elected official from the City Council to represent the City, b) Business owners (3) that operate businesses within the City limits of the City, c) the City Manager or his/her representative, d) a representative from the Chamber of Commerce, e) a representative from the County's Office of Economic b/3 Development.
 - Schedule regular monthly meetings of the Economic Forum.

- **Objective 1/B/4: Establish a City of Westlake Business Development Center. (\$ - Cost)**
 - Develop an annual budget for the Center to include the following:
 - Implementation of the economic development plan including marketing strategies.
 - Operation and maintenance costs including personnel/staffing.
 - Include the costs of establishment and implementation of the economic development plan and its strategies in the annual City budgets.
 - Establish a gant chart for the short and long term implementation strategies for the Business Development Center.

Goals Number Two: Communication Enhancements:

Objective Two/A: Establish Communication Protocols for Interactions Between City Staff/City Council and Residents.

- **Objective Two/A/1: Establish a standard communication format for the City Manager and City Attorney to include the following:**
 - Standardized reports to the City Council meetings.
 - Emergency updates by phone, email, and text.
- **Objective Two/A/2: Establish standards for communications between the City Staff and residents.**
 - Create a list of standardized response times for resident inquiries.
 - Wait times for answering phone calls.
 - Response times to email and website inquiries.
 - Response times for messages left after hours.
 - Protocols for escalation of inquiries that are not resolved during the initial contact with City Staff.
 - Creation and maintenance of a resident contact log. With all inquiries to be included in the contact log, date, time, and resolution of the inquiry. The maintenance log will be reviewed by the Office Manager to ensure that all inquiries are properly handled and no follow up is necessary.
 - Establish protocols for updates of the City website, including emergency information.
 - Establish protocols for communication with residents on vital/critical information that is time sensitive.

Goal Number Three: Develop a Rebranding/Marketing Plan for the City:

- **Objective Three/A/1: Schedule a Workshop with the City's current marketing firm to obtain their input on a rebranding/marketing program for the City. (\$ - Cost - potential)**
 - Have the City Council establish the specific elements they wish to see included in a Marketing/Rebranding plan.
 - Once the City Council has established the elements of such a plan, schedule the workshop with the Nelson Company.
- **Objective Three/A/2: After the Workshop Develop a Draft of the Marketing /Rebranding Plan. (\$ - Cost - potential)**
 - Once the Rebranding/Marketing plan has been completed, schedule the final Plan on the agenda for City Council approval.
 - When the Plan has been accepted the City Manager should select someone to oversee and monitor the implementation of the Plan.

Goal Number Four: Enhance the HAPPY program for the City: (\$ - Cost – Potential)

- **Objective Four/A/1: Review municipal housing programs.**
 - Complete the analysis of various affordable housing programs.
 - The analysis should include what features of the programs examined are most desirable and what types of issues should be avoided.
- **Objective Four/A/2: Based upon the analysis, recommend enhancements to the City's HAPPY Program where possible.**
 - The program should include specifics on how the program can be expanded.
 - The program will include also include an implementation plan (with program costs (if any) and an implementation schedule).
- **Objective Four/A/3: Present the Plan to the City Council for their review and consideration.**
 - Establish specific recommendations for the City Council to consider any proposed enhancements.
 - Schedule a workshop in which the Staff recommendations are presented.
 - Once the Council provides specific directions to the Staff on approval of any recommended enhancements to the HAPPY program, the Staff will develop a final draft of the Plan.
 - Once the Council approves the Plan, the Staff will move forward with the implementation.

Goal Five: Develop a Clearing House for Workforce Development Within the City:

- **Objective 5/A/1: Research resources of information for workforce development (training).**
 - Develop a listing of training and retraining sources for City of residents.
 - Include Federal, State, and local resources.
 - Include potential funding sources to offset the cost of the training.
- **Objective 5/A/2: Post the information on a link to a separate site not part of the City's website with the information.**
 - Make the information accessible for residents to access.
 - Provide details on how residents can access the listed websites.
 - For local and state resources include physical addresses of offices and resource sites where possible.
 - Post information on special events/conferences and other opportunities of interest to City residents.

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