

Strategic Priority	Council Strategic Objectives	Staff Focused Objective	Performance Measure	Due	2023 Yearend Status Summary (Nov 2023)	Status	Primary Owner (Secondary Owner)
Preparedness and Resilience	1.1: Mitigate risks to our natural and built environment through updated policies, procedures and plans	1.1.a: Ensure adherence to the National Incident Management System (NIMS) and Incident Command System (ICS)	1.1.a (i): Four representatives from each City department and all commissioned Fire personnel will be trained on NIMS and ICS by March 31, 2023	March 31, 2023	Complete. All departments have some staff who have completed the four basic NIMS/ICS courses. Two departments have met the goal of four fully trained staff, while three departments have exceeded this goal.	Complete	Fire
Preparedness and Resilience	1.1: Mitigate risks to our natural and built environment through updated policies, procedures and plans	1.1.b: Work collaboratively with Fire, Economic Development, Community Development, and Parks, Recreation & Libraries departments, business owners and residents on resiliency and mitigation planning	1.1.b (i): Increase Emergency Preparedness average rating for Q.6.12 in the Bi-annual Community Survey from 68 to 75 by the 2024 survey	2024 Survey	On track. Staff worked collaboratively with Fire, Community Development (CD), Information Technology (IT), Parks, Recreation and Libraries (PRL), and Public Works and Utilities (PWU) to deliver five Westy Prepared Community Hazard events and 22 special events that have delivered hazard awareness, mitigation, and community preparedness information to several hundred residents.	On Track	Fire
Preparedness and Resilience	1.1: Mitigate risks to our natural and built environment through updated policies, procedures and plans	1.1.c: Complete the Standley Lake Security Assessment	1.1.c (i): Phase II of the Standley Lake Security Assessment will be completed by Fall 2023	Fall 2023	Complete. The assessment was completed, some work has started, and an update will be shared with City Council in early 2024.	Complete	PWU
Preparedness and Resilience	1.2: Enhance the organizational culture of excellence that focuses on recruiting, engaging and retaining an exemplary workforce	1.2.a: Strengthen City workforce resilience, effectiveness and strong culture around the City's Mission, Vision, Guiding Principles and SPIRIT values to contribute to the well-being, engagement and retention of the City workforce	1.2.a (i): Establish employee engagement benchmarks by department based upon the results of the Gallup Q ¹² Employee Engagement Survey by December 2022	December 1, 2022	Complete. Human Resources (HR) Staff has been working with department directors, division managers, and supervisors to review Department/workgroup results, and help establish action planning throughout 2023. Gallup Q12 will be administered to the organization again in February 2024.	Complete	HR
Preparedness and Resilience	1.2: Enhance the organizational culture of excellence that focuses on recruiting, engaging and retaining an exemplary workforce	1.2.b: Continue to provide mental health resources, such as behavioral health specialists for the City's workforce, with particular focus on public safety personnel to address job-related stress	1.2.b (i): Continue to remain below the 2021 State and Local government (excluding education) national turnover rate of 20.2% by reducing the City's turnover rate from 15.8% in 2021 to 12% in 2022 and 10% in 2023	2022 + 2023	Complete. As of November 30, 2022, the City had a 13.1% turnover rate. The City's 3rd Quarter 2023 turnover rate as of September 30, 2023 is 3.2%, and the year to date turnover rate as of September 30 is 9.2%.	Complete	HR
Preparedness and Resilience	1.2: Enhance the organizational culture of excellence that focuses on recruiting, engaging and retaining an exemplary workforce	1.2.b: Continue to provide mental health resources, such as behavioral health specialists for the City's workforce, with particular focus on public safety personnel to address job-related stress	1.2.b (ii): Reduce the City's vacancy rate compared to the 2021 State and Local government (excluding education) national vacancy rate of 6% by reducing the City's vacancy rate from 9.80% in 2021 and 8.58% in 2022 to 5% in 2023	2022 + 2023	Complete. The City's 2023 vacancy rate as of September 30, 2023 is 5.45%.	Complete	HR
Preparedness and Resilience	1.3: Create a structured system of support for our business community to mitigate risks and promote resiliency	1.3.a: Create a Redevelopment and Adaptive Re-Use Toolkit to encourage private sector investment, business growth, community resiliency and adaptive reuse	1.3.a (i): Redevelopment and Adaptive Re-Use Toolkit is created by October 31, 2023	October 31, 2023	Complete. Shared with City Council on October 30, 2023.	Complete	Economic Development (ED)
Preparedness and Resilience	1.3: Create a structured system of support for our business community to mitigate risks and promote resiliency	1.3.a: Create a Redevelopment and Adaptive Re-Use Toolkit to encourage private sector investment, business growth, community resiliency and adaptive reuse	1.3.a (ii): Square footage of retail, cultural, commercial and industrial space that is a result of a redevelopment and/or adaptive reuse project to be reported annually in both real terms and percentage increase year over year	year/year (starting in 2024)	On track; reporting to start in 2024	On Track	ED
Preparedness and Resilience	1.3: Create a structured system of support for our business community to mitigate risks and promote resiliency	1.3.a: Create a Redevelopment and Adaptive Re-Use Toolkit to encourage private sector investment, business growth, community resiliency and adaptive reuse	1.3.a (iii): Private sector investment in adaptive reuse and redevelopment projects to be reported annually in both real terms and percentage increase year over year	year/year (starting in 2024)	On track; reporting to start in 2024	On Track	ED
Preparedness and Resilience	1.3: Create a structured system of support for our business community to mitigate risks and promote resiliency	1.3.b: Pursue targeted industry companies that diversify and strengthen the economy and provide high-quality employment opportunities for all residents	1.3.b (i): Report on the number of existing jobs in targeted industry sectors by sector bi-annually	bi-annually	The most current available data indicates the following employment numbers in the City's targeted industries: manufacturing = 2,434; information technology = 1,323; finance and insurance = 1,776; professional, scientific, technical services = 5,274; Management of Companies = 984.	Complete	ED

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Preparedness and Resilience	1.3: Create a structured system of support for our business community to mitigate risks and promote resiliency	1.3.b: Pursue targeted industry companies that diversify and strengthen the economy and provide high-quality employment opportunities for all residents	1.3.b (ii): Report on the year over year percentage change in the number of existing jobs in each targeted industry sector	year/year	The most current available data indicates the following year over year change in employment numbers in the City's targeted industries: manufacturing = (5.2%); information technology = no change; finance and insurance = 5.4%; professional, scientific, technical services = 2.2%; Management of Companies = (14.4%).	Complete	ED
Preparedness and Resilience	1.3: Create a structured system of support for our business community to mitigate risks and promote resiliency	1.3.c: Increase access to and awareness of community workforce development and readiness opportunities for residents and businesses	1.3.c (i): Provide four (4) workshops annually for local businesses on the subject of workforce development resources, tools and grant programs	annually	Complete. Four workshops were held in 2023: March 16, 2023; May 16, 2023; June 15, 2023; and June 28, 2023	Complete	ED
Preparedness and Resilience	1.4: Improve access to affordable food options for residents	1.4.a: Utilize real estate data to identify potential food access issues	1.4.a (i): Use real estate data to identify potential food access issues throughout the city and report data by end of Q2 2023	Q2 2023	Complete. Shared with City Council on July 24, 2023.	Complete	ED
Preparedness and Resilience	1.4: Improve access to affordable food options for residents	1.4.b: Identify partners and strategies to address food-access	1.4.b (i): Work with nonprofit partners, to identify additional strategies to address food-access, such as exploring resident owned food co-ops by end of Q3 2023	Q3 2023	Complete. Shared with City Council on July 24, 2023.	Complete	ED
Preparedness and Resilience	1.4: Improve access to affordable food options for residents	1.4.c: Prepare for passage of HB22-1380 with partners	1.4.c (i): Work with partners on HB22-1380, Community Food Access Program, if passed by the state legislature and report back by end of Q3 2023	Q3 2023	Complete. Shared with City Council on July 24, 2023.	Complete	ED
Proactive Public Safety	2.1: Continue to institute public safety practices that promote customer service, transparency and trust with the community	2.1.a: Foster safe and livable housing through proactive code enforcement and rental housing inspections	2.1.a (i): 15% increase in officer-initiated cases in 2022	2022	Complete. From October 30, 2022 through October 30, 2023, the CD Operations Team worked 1,086 proactive cases (49%) and 1,119 complaint cases (51%), reflecting that this metric has been embedded into daily operations.	Complete	CD
Proactive Public Safety	2.1: Continue to institute public safety practices that promote customer service, transparency and trust with the community	2.1.a: Foster safe and livable housing through proactive code enforcement and rental housing inspections	2.1.a (ii): Using 2019 as the benchmark, increase voluntary compliance with code from 82% to 90% by December 31, 2023	December 31, 2023	Complete. From October 30, 2022 through October 30, 2023, the CD Operations Team worked 2,205 cases and successfully achieved compliance on 2,003 of those cases, resulting in a 91% compliance rate.	Complete	CD
Proactive Public Safety	2.1: Continue to institute public safety practices that promote customer service, transparency and trust with the community	2.1.b: Increase the use of report writing technologies and non-commissioned public safety services by leveraging positions such as co-responders, homeless navigators, and non-sworn report writers	2.1.b (i): Decrease the number of reports taken by sworn personnel by 10% by December 31, 2023	December 31, 2023	Complete. Report Specialists continue to reduce the workload of sworn personnel by completing a large quantity of the reports the Police Department (PD) receives. Year to Date, the PD Report Specialists have completed 3,595 reports. Of those, 1,525 originated with officers and report specialists were able take these reports off of their workload, which equates to 42% of the reports received.	Complete	PD
Proactive Public Safety	2.1: Continue to institute public safety practices that promote customer service, transparency and trust with the community	2.1.c: Ensure recruitment, training, and retention strategies for the Police Department to ensure that Westminster is a desired place of employment	2.1.c (i): Establish public safety workforce engagement benchmarks by department based upon the results of the Gallup Q ¹² Employee Engagement Survey by December 2022	December 31, 2022	Complete. HR Staff has met with the Police Chief and Deputy Police Chiefs on their department results, and helped establish action plans specific to their department. Gallup Q12 will be administered to the organization again in February 2024.	Complete	HR (PD)
Proactive Public Safety	2.1: Continue to institute public safety practices that promote customer service, transparency and trust with the community	2.1.c: Ensure recruitment, training, and retention strategies for the Police Department to ensure that Westminster is a desired place of employment	2.1.c (ii): Achieve police officer full strength in staffing by December 31, 2023	December 31, 2023	Delayed. The PD has made significant effort towards staffing goal and have assigned an full-time equivalent (FTE) staff to full time recruitment efforts, but is not within Staff's control due to national staffing shortages in law enforcement. PD continues to work towards the goal of full staffing and remains a priority.	Postponed/Delayed with explanation	PD (HR)
Proactive Public Safety	2.2: Leverage partnerships with local, regional and state organizations to provide a broad framework of policies, programs and support	2.2.a: Built for Zero-Focusing on Ending Homelessness for Veterans	2.2.a (i): 50% decrease in homelessness within the Veteran population in the City by June 30, 2026	June 30, 2026	On track. Staff continue to support decreasing homelessness within the Veteran population. Between March 1, 2021 and November 7, 2023, eight veterans were identified while experiencing homelessness. Four were housed, one left the state, one passed away, one is working toward housing, and one is not responding to outreach by any agency at this time.	On Track	PRL

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Proactive Public Safety	2.3: Connect the City's populations with local, regional, state and national resources	2.3.a: Continue to work with partner agencies by creating policies and programs that provide resources and/or access to places for people experiencing homelessness to shelter while transitioning out of homelessness	2.3.a (ii): 50% increase in number of beds, rooms, or permanent supportive housing or other programs that the City funds or contributes towards People Experiencing Homelessness (PEH) to legally and safely stay from 10 in 2022 to 15 by June 30, 2026	June 30, 2026	On track. As of October 31, 2023, 3,322 hotel rooms have been paid for by the City.	On Track	PRL
Proactive Public Safety	2.3: Connect the City's populations with local, regional, state and national resources	2.3.b: Develop processes and protocols that clearly communicate available resources and allow the City to easily identify when resolution has been reached and/or enforcement is required	2.3.b (ii): Increase visibility in school zones during drop off and pick up by 10% by December 31, 2024	December 31, 2024	On track. Continuing to work with geographic information system (GIS) to develop the code to be able to track presence in school zones. In the meantime, traffic has been assigning more officers in school zones during the school year to increase visibility.	On Track	PD (CD)
Proactive Public Safety	2.3: Connect the City's populations with local, regional, state and national resources	2.3.b: Develop processes and protocols that clearly communicate available resources and allow the City to easily identify when resolution has been reached and/or enforcement is required	2.3.b (iii): Increase public education awareness programs for motor vehicle theft by 20% by December 31, 2024	December 31, 2024	On track. PD continues to track and wait for grant opportunities and is developing social media content for motor vehicle theft prevention.	On Track	PD (CD)
Proactive Public Safety	2.3: Connect the City's populations with local, regional, state and national resources	2.3.b: Develop processes and protocols that clearly communicate available resources and allow the City to easily identify when resolution has been reached and/or enforcement is required	2.3.b (i): Establish baseline measurement using 2022 as a full year of Westminster specific data in the Homeless Management Information System (HMIS)	baseline (est 2022)	Delayed. 2022 was not viable as a baseline, and 2023 proved to be challenging as well due to vacancies. Staff continue to utilize HMIS to build a baseline. During 2023, 13 households have been housed with another 19 with active housing vouchers they received through the work of the Navigator program.	Postponed/Delayed with explanation	PRL
Proactive Public Safety	2.3: Connect the City's populations with local, regional, state and national resources	2.3.c: Utilize and employ best practices and policies to address the source causes of homelessness	2.3.c (i): 5% reduction in homeless individuals year over year starting in 2024	2024	On track. Staff continue to utilize and employ best practices to assist people experiencing homelessness understanding the reduction in homelessness is outside of their direct control. During 2023, 13 household have been housed with another 19 enrolled for active housing vouchers. Eviction prevention assistance was provided to five households.	On Track	PRL
Proactive Public Safety	2.3: Connect the City's populations with local, regional, state and national resources	2.3.d: Identify policy recommendations and/or temporary mechanisms that the City can utilize to allow for the provision of services, facilities and resources	2.3.d (i): In 2022 establish a baseline measurement of the number of people provided assistance or services under temporary mechanisms or measures	baseline (est 2022)	Delayed. 2022 was not viable as a baseline, and 2023 proved to be challenging as well due to vacancies. Staff continue to utilize HMIS to build a baseline. During 2023, 13 households have been housed with another 19 with active housing vouchers they received through the work of the Navigator program.	Postponed/Delayed with explanation	PRL
Shared Sense of Community	3.1: Ensure the continuation of a diverse mix of community-oriented events and programs that make Westminster unique and provide a strong sense of community	3.1.a: Develop and implement Citywide events that foster camaraderie and community connections through neighborhood participation	3.1.a (i): 70% of annually scheduled City events will prioritize a neighborhood audience and/or be locally focused	annually	Complete for 2023. Staff will develop and implement 70% of annually scheduled City events will prioritize a neighborhood audience and/or be locally focused in 2024	Complete	PRL
Shared Sense of Community	3.1: Ensure the continuation of a diverse mix of community-oriented events and programs that make Westminster unique and provide a strong sense of community	3.1.a: Develop and implement Citywide events that foster camaraderie and community connections through neighborhood participation	3.1.a (ii): A city wide map will be provided annually to illustrate geographic diversity to greatest extent possible describing regional, community and neighborhood events	annually	Complete for 2023. Staff will review and revise the map illustrating the geographic diversity to the greatest extent possible to describe regional, community and neighborhood events in 2024.	Complete	PRL
Shared Sense of Community	3.1: Ensure the continuation of a diverse mix of community-oriented events and programs that make Westminster unique and provide a strong sense of community	3.1.b: Ensure that Westminster's events and programs represent and are inclusive to the City's rich cultural diversity	3.1.b (i): At least five (5) community events annually will highlight culturally diverse performances and/or be focused on a cultural element within the community	annually	Complete for 2023. Staff will schedule at least five community events that will highlight culturally diverse performances and/or be focused on a cultural element within the community in 2024.	Complete	PRL
Shared Sense of Community	3.1: Ensure the continuation of a diverse mix of community-oriented events and programs that make Westminster unique and provide a strong sense of community	3.1.b: Ensure that Westminster's events and programs represent and are inclusive to the City's rich cultural diversity	3.1.b (ii): Demographic information will be requested, with voluntary responses reported for all ticketed events	annually	Complete for 2023. Staff will continue to request demographic information, with voluntary responses reported for all ticketed events in 2024.	Complete	PRL

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Shared Sense of Community	3.1: Ensure the continuation of a diverse mix of community-oriented events and programs that make Westminster unique and provide a strong sense of community	3.1.c: Review and evaluate the current structure and associated processes related to the City's boards and commissions	3.1.c (i): Evaluate the current boards and commissions to determine if the structure of the boards aligns with city needs; by October 15, 2023	October 15, 2023	Complete. Shared with City Council on August 28, 2023	Complete	CMO (City Clerks)
Shared Sense of Community	3.1: Ensure the continuation of a diverse mix of community-oriented events and programs that make Westminster unique and provide a strong sense of community	3.1.c: Review and evaluate the current structure and associated processes related to the City's boards and commissions	3.1.c (ii): Streamline the recruiting process to attract more applicants by October 15, 2023	October 15, 2023	Complete. Shared with City Council on August 28, 2023	Complete	CMO (City Clerks)
Shared Sense of Community	3.2: Foster a well-informed citizenry by providing outreach, education, and opportunities to engage with the community	3.2.a: Develop a more proactive two-way communication and cross-departmental approaches to work with neighborhoods throughout the City, including those with and without formal homeowners' associations	3.2.a (i): Outreach programs with 25% of Westminster's 160 HOAs and apartment communities initiated by September 30, 2023	September 30, 2023	Delayed. Project has been paused due to retirement and staff transitions. Will reassess in 2024.	Postponed/Delayed with explanation	CMO (Communications)
Shared Sense of Community	3.2: Foster a well-informed citizenry by providing outreach, education, and opportunities to engage with the community	3.2.a: Develop a more proactive two-way communication and cross-departmental approaches to work with neighborhoods throughout the City, including those with and without formal homeowners' associations	3.2.a (ii): Outreach to 25% of identified neighborhoods that do not have a formal homeowner's association by September 30, 2023	September 30, 2023	Delayed. Project has been paused due to retirement and staff transitions. Will reassess in 2024.	Postponed/Delayed with explanation	CMO (Communications)
Shared Sense of Community	3.2: Foster a well-informed citizenry by providing outreach, education, and opportunities to engage with the community	3.2.a: Develop a more proactive two-way communication and cross-departmental approaches to work with neighborhoods throughout the City, including those with and without formal homeowners' associations	3.2.a (iii): In 2023 , the Communications team will mail over 240,000 Westy Connection magazines, 3,000 printed construction fliers, and over 33,000 printed Water Quality Reports to Westminster residents including apartment complexes and senior living centers	2023	Complete. Staff are on track to mail out 264,000 Westy Connection magazines this year. The winter edition will arrive in mailboxes during the week of November 13. To reduce costs, Staff mailed over 51,000 postcards with a link to the water quality report this year and hand-delivered approximately 1,000 flyers and mailed to notify residents of upcoming construction or paving projects in their neighborhoods.	Complete	CMO (Communications)
Shared Sense of Community	3.2: Foster a well-informed citizenry by providing outreach, education, and opportunities to engage with the community	3.2.b: Develop a structured program and awareness campaign to encourage residents to shop at locally-owned, small businesses in the community	3.2.b (i): Provide four (4) workshops annually for residents to learn about the economic impact and importance of businesses to the City's prosperity	annually	Complete. Four workshops were held in 2023: March 29, 2023; April 26, 2023; July 26, 2023; and August 30, 2023.	Complete	ED
Shared Sense of Community	3.2: Foster a well-informed citizenry by providing outreach, education, and opportunities to engage with the community	3.2.b: Develop a structured program and awareness campaign to encourage residents to shop at locally-owned, small businesses in the community	3.2.b (ii): Per the Westminster Chamber of Commerce (WCC) MOU, the WCC will provide a detailed report of campaign results to the City	annually	Complete. This information was shared with City Council as an information only item in February 2023 for the Chamber's 2022 Shop Small event.	Complete	ED
Shared Sense of Community	3.3: Ensure City processes are equitable, inclusive, and welcoming to all people	3.3.a: Continue to implement the ADA Transition Plan	3.3.a (i): Achieve continuity in city sidewalk buildout in compliance with ADA rules and regulations by design and construction of missing sidewalk sections as identified in the Transportation and Mobility Plan (TMP) with standalone projects or with other roadway improvement projects	2024	On track. Staff continue to assess sidewalk buildout as identified in the TMP.	On Track	PWU (CD)
Shared Sense of Community	3.3: Ensure City processes are equitable, inclusive, and welcoming to all people	3.3.b: Continue to draw from community diversity in planning and preparing for programs throughout the City	3.3.b (i): Average rating of 82 for Q.21.2 in the Westminster Community Survey (increase of 10% over 2020) for 2024	2024	On track. The Community Survey will be completed in 2024.	On Track	PRL
Quality of Life	4.1: Ensure access to the City's parks, open spaces, trails, libraries, and recreation centers	4.1.a: Develop and communicate to the community a plan for the acquisition of additional open space and trails	4.1.a (i): Plan completed by December 31, 2023	December 31, 2023	Delayed. The plan is on hold in order to allow for the PRL Vision plan to be completed to then drive the needs of an acquisition and trails plan as appropriate.	Postponed/Delayed with explanation	PRL

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Quality of Life	4.1: Ensure access to the City's parks, open spaces, trails, libraries, and recreation centers	4.1.b: Update, in partnership with the community, the PRL Comp/Master Plan to address libraries, parks, golf, open space, trails, urban tree canopy, recreation programs and recreation facilities. Plan components to include: i. Acquisition Plan for additional open space, parks, and trails ii. Parks and Open Space and Urban Tree Canopy Stewardship Plan iii. City Trail Master Plan iv. Libraries Master Plan	4.1.b (i): A plan which allows all residents to live within ½ mile of a park, open space or trail access point by December 31, 2024	December 31, 2024	On track. Currently, 89% of residents live within 1/2 mile of PRL facilities. The PRL Vision Plan is underway and on track for 2024 adoption. Staff hosted an internal staff kickoff meeting, four focus groups, two Parks, Recreation and Libraries and Open Space Advisory Board (PRLOSAB) briefings, a community open house, and engaged the community at the WestyFest and Taste of Westminster events. To date, 1105 people responded to an online questionnaire, 342 people responded to text polling, and 70,000 people total were reached through plan efforts.	On Track	PRL
Quality of Life	4.1: Ensure access to the City's parks, open spaces, trails, libraries, and recreation centers	4.1.b: Update, in partnership with the community, the PRL Comp/Master Plan to address libraries, parks, golf, open space, trails, urban tree canopy, recreation programs and recreation facilities. Plan components to include: i. Acquisition Plan for additional open space, parks, and trails ii. Parks and Open Space and Urban Tree Canopy Stewardship Plan iii. City Trail Master Plan iv. Libraries Master Plan	4.1.b (ii): Develop management and acquisition plans that evaluate the current and future needs and opportunities of the City's public lands, programs and urban tree canopy by December 31, 2024	December 31, 2024	On track. The PRL Vision Plan process was initiated. The results of the PRL Vision Plan is expected to be completed by the end of 2024 and will guide the development of management and acquisition plans that evaluate the current and future needs and opportunities of the City's public lands, programs and urban tree canopy.	On Track	PRL
Quality of Life	4.1: Ensure access to the City's parks, open spaces, trails, libraries, and recreation centers	4.1.b: Update, in partnership with the community, the PRL Comp/Master Plan to address libraries, parks, golf, open space, trails, urban tree canopy, recreation programs and recreation facilities. Plan components to include: i. Acquisition Plan for additional open space, parks, and trails ii. Parks and Open Space and Urban Tree Canopy Stewardship Plan iii. City Trail Master Plan iv. Libraries Master Plan	4.1.b (iii): Complete a City Trail plan that includes inventory and maps the existing City trail network, addressing gaps in access and establish criteria for trail management consistent with the purpose the trail serves, including but not limited to: surface type, maintenance routines and allowed use evaluation by June 30, 2024	June 30, 2024	On track. The PRL Vision Plan process was initiated. The results of the PRL Vision Plan is expected to be completed by the end of 2024 and will guide the development of City Trail plan. The Urban Tree Stewardship Plan is underway, and the Libraries Master Plan is scheduled to be completed in 2024.	On Track	PRL
Quality of Life	4.1: Ensure access to the City's parks, open spaces, trails, libraries, and recreation centers	4.1.c: Enhance the City's use of existing public lands through collaboration with the community and neighboring jurisdictions to create placemaking and positive activation that provides a sense of safety and belonging to all residents	4.1.c (i): Using 2022 data as a benchmark, increase resident satisfaction with community spaces 5% by December 31, 2024	December 31, 2024	On track. The 2022 Community Survey indicated an 86% satisfaction rate for parks and community spaces; this will serve as a benchmark for the next Community Survey which will be completed in 2024.	On Track	PRL
Quality of Life	4.1: Ensure access to the City's parks, open spaces, trails, libraries, and recreation centers	4.1.d: Explore the possibility of allowing motorized boating on Standley Lake	4.1.d (i): Work with the City's IGA partners to identify paths forward to allow for motorized boats when the IGA is renegotiated in 2030	2030	On track. Staff continues to develop and maintain open lines of communication with water quality staff members at the Cities of Northglenn and Thornton.	On Track	PWU (PRL)
Quality of Life	4.2: Review and refine fee and/or fine based City programs to increase awareness, understanding, and adherence to policies within our community	4.2.a: Perform periodic review of fees and fine structures	4.2.a (i): Report on compliance with existing fee and/or fine based programs by to coincide with the 2024 Budget adoption	2023 budget cycle	Complete. Staff reviewed City's fees and fines as part of the 2024 budget development process.	Complete	City Managers Office (CMO) Policy & Budget Office (PBO)
Quality of Life	4.2: Review and refine fee and/or fine based City programs to increase awareness, understanding, and adherence to policies within our community	4.2.b: Allocate funding within the General Fund budget for the payment of residential dog license fees to Adams and Jefferson County	4.2.b (i): Funding allocated during the 2023 budget cycle	2023 budget cycle	Complete.	Complete	CMO (PBO)

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Quality of Life	4.2: Review and refine fee and/or fine based City programs to increase awareness, understanding, and adherence to policies within our community	4.2.c: Continue utility bill assistance programs to help residents who may struggle to pay their bills	4.2.c (i): Funding allocated during the 2023 budget cycle to increase utility bill assistance programs	2023 budget cycle	Complete.	Complete	PWU (PBO)
Quality of Life	4.3: Expand and leverage partnerships with organizations such as the North Metro Arts Alliance that support the arts, libraries and Westminster's history to maximize residents, businesses, and visitors access to these amenities throughout the City	4.3.a: Continue to partner with the school districts/PRL to find natural synergy and compatible goals	4.3.a (i): Demonstrate collaborative efforts with the North Metro Arts Alliance, the Westminster Historical Society, Medusa Collective, and other arts and culture organizations for 10 events annually	annually	Complete for 2023. Staff will collaborative with the North Metro Arts Alliance, the Westminster Historical Society, Medusa Collective, and other arts and culture organizations for 10 events in 2024.	Complete	PRL
Quality of Life	4.4: Use arts and culture to enrich the human experience, celebrate diversity, and attract, engage and support artists and makers	4.4.a: Elevate the profile of Westminster's arts, culture, and history	4.4.a (i): 10% increase from 2018 in overall attendance at events held in the Historic Arts District by December 31, 2024	December 31, 2024	On track. Staff continue to plan and host events in Historic Westminster.	On Track	PRL
Quality of Life	4.4: Use arts and culture to enrich the human experience, celebrate diversity, and attract, engage and support artists and makers	4.4.b: Integrate and expand access to arts and culture throughout the City	4.4.b (i): Provide at least 30 mobile art or cultural programs annually , touching all regions of the City	annually	Complete for 2023 - 34 mobile art or cultural programs were held. Staff will provide at least 30 mobile art or cultural programs in 2024.	Complete	PRL
Quality of Life	4.4: Use arts and culture to enrich the human experience, celebrate diversity, and attract, engage and support artists and makers	4.4.c: Attract and support artists, art groups, makers and creative industries	4.4.c (i): Include input from at least 20 stakeholder groups (local and regional artists, art groups, makers and creative industries) in the update to the 2019 Arts and Culture Master Plan	December 31, 2022	Complete. The 2023 Progress Report provides an analysis of the Arts & Culture Master Plan in relation to the City's 2022 Strategic Plan to illustrate areas of alignment. Using the Vision, Priorities, and Recommendations established in the Arts & Culture Master Plan, the 2023 Progress Report provides a summary of accomplishments to date and next steps that are being undertaken in the implementation of the Arts & Culture Master Plan.	Complete	PRL
Quality of Life	4.4: Use arts and culture to enrich the human experience, celebrate diversity, and attract, engage and support artists and makers	4.4.d: Ensure the sustainability of arts and culture in Westminster	4.4.d (i): Identify a 501(c)3 to partner with in increasing funding capacity for arts and culture in Westminster by December 31, 2022	December 31, 2022	Complete. PRL has identified the Westminster Legacy Foundation as its 501c3 partner to increase funding capacity.	Complete	PRL
Quality of Life	4.4: Use arts and culture to enrich the human experience, celebrate diversity, and attract, engage and support artists and makers	4.4.e: Promote the authentic history and cultural assets of Westminster as an economic driver through support of the Arts District in Historic Westminster by leveraging partnerships with organizations like the Historic Landmark Board	4.4.e (i): Increase communication and marketing impressions (print, email, and digital) regarding the Arts District in Historic Westminster by 33% by December 31, 2023	December 31, 2023	Complete. Communication and marketing impressions regarding the Arts District in Historic Westminster increased with the events planned and supported in the Arts District.	Complete	PRL
Quality of Life	4.5: Explore innovative development opportunities	4.5.a: Identify alternative housing types to address the needs of City residents spanning both low- and- moderate income and missing-middle residents – for targeted new housing development in support of the City's affordable housing needs	4.5.a (i): Schedule a tour of tiny homes development in the metro area to learn about funding, operations, and housing needs, etc. by end of Q2 2023	Q2 2023	Complete. The reported was shared to City Council through an Information Only Memo on June 5, 2023.	Complete	ED
Quality of Life	4.5: Explore innovative development opportunities	4.5.a: Identify alternative housing types to address the needs of City residents spanning both low- and- moderate income and missing-middle residents – for targeted new housing development in support of the City's affordable housing needs	4.5.a (ii): Ensure Housing Needs Assessment as part of 5.1.a (ii) addresses innovative and diverse housing types that could be employed throughout the City by the end of Q4 2023	Q4 2023	To be completed by December 31, 2023.	Complete	ED

Strategic Priority	Council Strategic Objectives	Staff Focused Objective	Performance Measure	Due	2023 Yearend Status Summary (Nov 2023)	Status	Primary Owner (Secondary Owner)
Robust Infrastructure	5.1: Complete updates to the Comprehensive Plan and include elements that reflect how our residents and businesses want to create our community	5.1.a: Ensure that the Comprehensive Plan and Affordable and Workforce Housing Strategic Plan are reflective of and responsive to the future needs of our community, including water resources	5.1.a (i): Comprehensive Plan updates by September 30, 2022	September 30, 2022	Complete. The Comprehensive Plan was adopted by City Council on March 27, 2023.	Complete	CD
Robust Infrastructure	5.1: Complete updates to the Comprehensive Plan and include elements that reflect how our residents and businesses want to create our community	5.1.a: Ensure that the Comprehensive Plan and Affordable and Workforce Housing Strategic Plan are reflective of and responsive to the future needs of our community, including water resources	5.1.a (ii): Housing Needs Assessment update completed by December 31, 2023	December 31, 2023	To be completed by December 31, 2023.	Complete	ED
Robust Infrastructure	5.2: Complete planned improvements and expansion to the water treatment plant	5.2.a: Identify and carryout water treatment plant studies and improvements that integrate current improvement needs with upcoming regulatory requirements and the City's long-term goals	5.2.a (i): Semper Evaluation Study completed no later than December 31, 2022	December 31, 2022	Complete. The Semper Evaluation Study was completed before the end of 2022. Staff shared the project findings on January 23, 2023 with City Council.	Complete	PWU
Robust Infrastructure	5.3: Propose a budget that balances funding for operations, core services and the infrastructure, maintenance and equipment needed to provide core services.	5.3.a: Work to improve the Pavement Quality Index (PQI) of roads throughout the City	5.3.a (i): Improve the Pavement Quality Index (PQI) to 63 by December 31, 2027	December 31, 2027	On track. Staff completed 80 lane mile of street improvements for the 2023 asphalt paving season. The final PQI value increase will not be calculated until the beginning of 2024.	On Track	PWU
Robust Infrastructure	5.3: Propose a budget that balances funding for operations, core services and the infrastructure, maintenance and equipment needed to provide core services.	5.3.b: Pursue opportunities to increase funding for streets maintenance including alternative revenue streams and the City's infrastructure roadway improvement fee	5.3.b (i): Establish benchmark for total amount of funding for street maintenance and % of overall funding that comes from: •Roadway Improvement fee •Sales and Use Tax •Other - to include grants and alternative funding by December 31, 2022	December 31, 2022	Complete. Benchmark established and shared with City Council on April 17, 2023. Staff took feedback from City Council and will return later with the proposal of the 2024 Budget with further options that would revise the Roadway Improvement Fee to include commercial properties.	Complete	PWU (PBO)
Robust Infrastructure	5.3: Propose a budget that balances funding for operations, core services and the infrastructure, maintenance and equipment needed to provide core services.	5.3.c: Develop recommendations and an associated action plan for addressing deferred maintenance on infrastructure roads, facilities, and equipment throughout the City	5.3.c (i): Develop an action plan to address deferred maintenance on infrastructure, roads, facilities, and equipment by March 2023 to allow for budgetary planning for the 2024 budget cycle	2024 budget cycle	Complete. Shared updates on the infrastructure, roads, facilities, and equipment action plan with City Council on July 31, 2023.	Complete	CMO (PBO)
Robust Infrastructure	5.3: Propose a budget that balances funding for operations, core services and the infrastructure, maintenance and equipment needed to provide core services.	5.3.d: Complete and Implement the Federal Boulevard and 72nd Avenue Corridor Studies	5.3.d (i): 100% of studies completed by June 30, 2022	June 30, 2022	Delayed. The 72nd Avenue Corridor Study is on-track to be completed in June 2024.	Postponed/Delayed with explanation	PWU
Robust Infrastructure	5.3: Propose a budget that balances funding for operations, core services and the infrastructure, maintenance and equipment needed to provide core services.	5.3.d: Complete and Implement the Federal Boulevard and 72nd Avenue Corridor Studies	5.3.d (ii): Secure \$1,000,000 in outside funding for design and construction of identified improvements to begin design and construction in 2023	2023	Complete. Staff secured \$878,000 in federal funding for the Federal Blvd. It is outside of Staff's control that less federal funding was approved or received than intended. Staff will be executing a design contract for the Federal Blvd. Bus Stop project by the end of 2023.	Complete	PWU

Strategic Priority	Council Strategic Objectives	Staff Focused Objective	Performance Measure	Due	2023 Yearend Status Summary (Nov 2023)	Status	Primary Owner (Secondary Owner)
Robust Infrastructure	5.4: Enhance community outreach and awareness on water conservation methods to prevent exploitation, destruction, and neglect	5.4.a: Continue and expand water conservation programs and projects	5.4.a (ii): Create a citywide one-stop landscape conversion resource center in 2023	2023	Complete. A Senior Landscape and Conservation Planner was hired. The position will further develop a conversion framework, update Landscape Regulations and provide resources for landscape conversions.	Complete	CD
Robust Infrastructure	5.4: Enhance community outreach and awareness on water conservation methods to prevent exploitation, destruction, and neglect	5.4.a: Continue and expand water conservation programs and projects	5.4.a (i): 10-15% decrease in water consumption by 2030 when compared to 2020 usage	2030	On track. Per person water use has been declining for the past two decades, a trend Staff expects to continue into the future at a total reduction of 10-15% by 2030.	On Track	PWU
Robust Infrastructure	5.5: Expand the City's transportation and mobility network to enhance access for our community	5.5.a: Increase pedestrian connectivity and safety throughout the City	5.5.a (i): Increase connectivity of trails, sidewalk and walkways by securing funding and initiating design for a total two (2) linear mile of missing sidewalk links at multiple locations across the City	2023	Delayed. Both the Westminster Hills Open Space Multimodal Improvement project (1-mile) and the US 36 & Church Ranch (300-feet) project will be complete by the end of 2023. In addition, the City finished design of an additional 775 feet of missing sidewalk links in the City.	Postponed/Delayed with explanation	PWU
Robust Infrastructure	5.5: Expand the City's transportation and mobility network to enhance access for our community	5.5.a: Increase pedestrian connectivity and safety throughout the City	5.5.a (ii): Final design and construction will commence in 2023	2023	Complete. The Westminster Hills Open Space Multimodal Improvement project and the US 36 & Church Ranch Sidewalk Connection project will both be in constructed in 2023. The design for additional sidewalk connection projects will commence in 2024.	Complete	PWU

Key: Complete
 On Track
 Postponed/Delayed with explanation