

City of Westminster 2022 Strategic Plan 2023 Yearend Status Update

Mission Statement

Westminster's purpose is to provide core services and foster economic resilience to give our community the opportunity to thrive.

Vision Statement

Westminster is a city of beautiful, safe, well-maintained neighborhoods and destinations with a vibrant, diverse economy, rich and resilient environment and a strong sense of community and belonging.

Guiding Principles

Collaboration and Partnership: Enhance and sustain our relationships with neighboring governments and community-based partners, leveraging our collective resources for maximum impact and benefit to Westminster.

Stewardship and Thrift: Responsibly manage all of the resources entrusted to our care to meet the needs of today without sacrificing the ability to meet the needs of the future.

Transparency and Accountability: Engage in two-way dialogue with the people of Westminster, clearly communicate our intentions and decisions and take responsibility for all that we do, thereby earning the trust and confidence of the community.

Diversity, Equity and Inclusion: Achieve equitable processes for the people of Westminster by providing opportunity for all voices to be heard and drawing upon community diversity in decision making.

Innovate and Initiate: Foster a culture of continuous improvement and approach opportunities and challenges with drive, inventive thinking and resourcefulness, resulting in a resilient and sustainable future for our city.

Prevention and Proactivity: Solve problems at their source and focus the city's policies, practices and investments on prevention and community education and addressing root causes, leading to a better quality of life and greater prosperity for all in our community.

Strategic Priorities and Achievement Highlights



Strategic Priority: Preparedness and Resilience

Build a system of intentional support for residents, businesses and the environment that mitigates risks and proactively seeks out ways to ensure the community not only endures, but thrives.

2023 Achievement Highlights

- **1.1.a (i): Four representatives from each City department and all commissioned Fire personnel will be trained on National Incident Management System (NIMS) and Incident Command System (ICS) by March 31, 2023.** 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.
- **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.** The City's 2023 Vacancy Rate as of September 30, 2023, is 5.45%.
- **1.3.a (i): Redevelopment and Adaptive Re-Use Toolkit is created by October 31, 2023.** The Redevelopment and Adaptive Re-Use Toolkit was shared with City Council on October 30, 2023.



Strategic Priority: Proactive Public Safety

Enhance public safety to emphasize both prevention and enforcement, engage the community through education and outreach and provide the resources necessary to ensure safety and well-being throughout Westminster.

2023 Achievement Highlights

- **2.1.a (ii): Using 2019 as the benchmark, increase voluntary compliance with code from 82% to 90% by December 31, 2023.** From October 30, 2022 through October 30, 2023, the Community Development (CD) Operations Team worked 2,205 cases and successfully achieved compliance on 2,003 of those cases, resulting in a 91% compliance rate.
- **2.1.b (i): Decrease the number of reports taken by sworn personnel by 10% by December 31, 2023.** 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.
- **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. As of October 31, 2023, 3,322 hotel rooms have been paid for by the City.



Strategic Priority: Shared Sense of Community

Foster equitable opportunities that help residents feel at home and connected in their community and empowered to live their best lives.

2023 Achievement Highlights

- **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.** The evaluation was shared with City Council on August 28, 2023.
- **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.** Staff are on track to mail out 264,000 Westy Connection magazines in 2023. 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.
- **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.** Staff continue to assess sidewalk buildout as identified in the TMP.



Strategic Priority: Quality of Life

Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city's history and support the arts, parks, recreation, open spaces, and libraries.

2023 Achievement Highlights

- **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.** Currently, 89% of residents live within 1/2 mile of Parks, Recreation and Libraries (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.

- **4.4.b (i): Provide at least 30 mobile art or cultural programs annually, touching all regions of the City.** 34 mobile art or cultural programs were held in 2023. Staff will provide at least 30 mobile art or cultural programs in 2024.
- **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.** The reported was shared with City Council on June 5, 2023.



Strategic Priority: Robust Infrastructure

Provide safe and equitable access to core services and amenities by safeguarding, maintaining and improving the city's water, wastewater, stormwater, mobility and roadway systems.

2023 Achievement Highlights

- **5.3.a (i): Improve the Pavement Quality Index (PQI) to 63 by December 31, 2027.** 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.
- **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.** Staff shared updates on the infrastructure, roads, facilities, and equipment action plan with City Council on July 31, 2023.
- **5.4.a (ii): Create a citywide one-stop landscape conversion resource center in 2023.** 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.