

C I T Y O F W E S T M I N S T E R  
STRATEGIC PLANNING WORKSHOP  
June 20, 2022 • via Zoom

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**MISSION STATEMENT**

The City of Westminster is committed to providing the highest quality of service, ensuring that Westminster is a desirable place to live, work, play, and do business.

**CORE VALUES**

not in priority order

The City of Westminster values . . .

**Customer Service**

Emphasizing service with a human touch

**Innovative Partnerships**

Establishing cooperative and efficient enterprises

**Pride**

Dedicated to being the best

**Participation**

Encouraging citizen, business and employee interaction

**Responsibility**

Delivering efficient and effective service

**Innovation**

Looking to the present and future

**Loyalty**

Dedicating ourselves to the community and the organization

**Integrity**

Being honest and sincere in everything we do

**Environment**

Maintaining a safe and healthy community

**Employees**

Shall be provided a positive work environment that encourages development and advancement

**City Council**

Will dedicate itself to provide progressive leadership and will recognize the efforts of those in pursuit of excellence

**THREE-YEAR GOALS**

2022-2025 • not in priority order

- ▶ **Achieve financial stability**
- ▶ **Develop and implement Specific Plans for Little Saigon, the Downtown District, and the West Side**
- ▶ **Attract, develop and retain well qualified staff members**
- ▶ **Improve customer service delivery to the community**

## S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

### **STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF WESTMINSTER SINCE THE JANUARY 17, 2022 STRATEGIC PLANNING WORKSHOP**

Brainstormed List of Perceptions from Participants

- Appointed a permanent city manager
- Successfully moved through the strategic plan with direction provided and action taken related to the goals
- Adopted MOUs with employee bargaining groups
- Reestablished communication and partnerships with local agencies
- Appointment of a permanent city manager
- Direction and focus
- On time delivery of strategic plan objectives
- Moving forward with start of new specific plan
- Engagement with the public through effective communication strategies
- Re-establishing positive relationships with city stakeholders (school districts, chamber of commerce, etc.)
- Identifying customer service delivery as a top priority
- Despite financial uncertainty, overall basic mission of City Departments is being fulfilled
- We are able to hold the line (for now)
- THANKS to Council, retention got a little better due to 10% raise!!!
- Competent Department Head Leadership!
- Hiring a permanent City Manager
- Hiring a Community Services Director
- Approval of MOU – 10% raises
- More focus with strategic projects
- Events that have brought elected officials together – ribbon cuttings, park renaming, community events that show a different side (not politically driven)
- Progress on strategic plans
- Ideas for possible new revenue generation
- Willingness to allow outside the box thinking
- Increase workplace morale with 10% salary adjustment.
- Balanced the budget and a contingency plan.
- New leadership with fresh ideas
- Approval of new employee contracts providing more competitive salaries
- New policies have been implemented to improve working environment
- Increased opportunities/events for community involvement
- Adoption of SB9 Ordinance to preserve the City's ability to maintain or regulate portions of the single family residential zoning code.
- Keep everything on schedule
- Adoption of the Draft Housing Element and staff's work toward obtaining certification of the element from HCD
- Cohesiveness of Executive Management team
- Permanent appointment of City Manager and Community Services Director
- Improved cooperation between Council members
- Consensus on approach to prioritizing the Downtown Central specific plan development.
- Approval of MOU for all bargaining units – making positions more competitive and improving morale of employees
- Approval of Bolsa Row retail and hotel component and progress on the completion of the residential and garage portion.
- Some great park improvements have been completed

- Permanent Leadership – City Manager
- Better communication and cooperation between departmental staffs.
- Focus on strategic planning by Council, city management team and staff.
- Economic development efforts with support and direction from City Management
- Partnership with other cities for a homeless shelter
- Current City reserves are available to help maintain operations, for next 2 years.
- Additional training offered through HR on supervising employees and other topics.
- Through city management direction, departments have been engaged in continual improvements to City systems, policies and practices
- Maintaining effective leadership team
- Completed and working on several goals and objectives
- 10% raise for city employees
- Improving employee morale
- Continuing public transparency
- Various important policies have been adopted.
- The City Council is being more respectful and collaborative with each other.
- Adoption of MOUs was important and well over due for staff
- Strategic Plan Goal - Achieve Financial Stability
- Permanent hires in key positions have been made and set the stage for stability in the organization.
- We're beginning to seriously look at the revenue side
- We've moved forward with Zoning 2 and have made improvements
- Completion of the Compensation Study
- Salary increases will assist in attracting and retaining talent
- New leadership that seems dedicated to move the city forward