

C I T Y O F W E S T M I N S T E R

**STRATEGIC PLANNING WORKSHOP**

February 7, 2023 • 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**

**NEXT STEPS / FOLLOW-UP PROCESS**

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
February 7, 2023	City Manager	Distribute the workshop record to all invitees.
Within 48 hours of receipt	All recipients	Read the record
By Feb. 9, 2023	City Manager	Place the Mission, Core Values, Strengths, Three-Year Goals, and Six-Month Objectives on the City's website.
At the Feb. 21, 2023 Executive Team meeting	Executive Team (City Mgr. – lead)	Review the Challenges / Weakness List for possible action items.
By Feb. 21, 2023	Management Staff	Share and discuss, face-to-face, the Strategic Plan with staff.
At the Feb. 22, 2023 City Council meeting	City Council (Mayor – lead)	Present the Strategic Plan to the public.
Monthly, by the third Thursday (the Thurs. before the 2 <sup>nd</sup> meeting)	Lead person(s) for each Objective.	Submit the status of the Objective to the City Manager and Asst. City Manager
Monthly, in a CC agenda packet	City Manager and ACM	Distribute the updated Strategic Plan Monitoring Matrix to the Council, staff, City Attorney, and post on the city's website.
August 9, 2023 (Wednesday) 8:15/8:30 am – 2:30 pm	City Council Executive Team City Attorney	Strategic Planning Workshop to: - more thoroughly assess progress on the Goals and Objectives - develop Strategic Objectives for the next six months.

## **S.W.O.T. ANALYSIS**

Strengths – Weaknesses - Opportunities - Threats

### **STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF WESTMINSTER SINCE THE JUNE 20, 2022 STRATEGIC PLANNING WORKSHOP**

Brainstormed List of Perceptions from Participants

- Improved Human Resource Department and its policy.
- Better City Council leaderships to move the city forward
- Implement new improved Policies
- Solved/reduced city litigations
- Tet parade
- House keeping
- The unity between Staff and Council
- Completed Mall specific plan
- Completed and implement compensation report
- Trust in leadership team
- Staff morale is positive
- On time delivery of Westminster Mall Specific Plan and Citywide Zoning (Phase 1)
- Engagement with the public through effective communication strategies
- Re-establishing positive relationships with city stakeholders (school districts, chamber of commerce, etc.)
- Ongoing milestones met toward the opening of a Navigation Center in Fall of 2023
- Council allowing the voters to renew the tax measure
- Unveiling of Mendez Park and expanding community events (Tet Parade)
- Despite staffing shortfalls, top priorities still ultimately move forward.
- Tet Parade was a huge undergoing and was very successful!
- Despite staffing challenges, numerous homeless encampments cleaned up & services offered.
- Tax measure passed
- Strong leadership and management team
- New and improved community events
- Employee contracts provide more competitive salaries
- Passage of Tax Measure
- Investment in Employees – creative ways to recruit and retain
- Allocating ARPA Funding
- Re-opening of Senior Center
- Approval of the Westminster Mall Specific Plan
- Opening of the newest park – Mendez Tribute Monument Park
- Leadership team unity
- Well planned and executed events
- Moving forward on Westminster Mall project (tax generating)
- Maintaining effective leadership team
- Completed Westminster Mall Specific Plan
- Promoting positive working environment for the city employees
- Approval of sales tax measure for 20 years
- Mendez Park and Crossroads project openings and completions.
- Westminster Specific Plan completed.
- Elections all complete.
- CM and ACM permanently hired helps create stability.
- Executive Team has great opportunity to be creative and move city forward

- Homeless Navigation Center
- Working with other cities toward common goals that we were never able to do before
- Our ability to get a career politician out of our city hoping for a better future for Westminster
- Approved 1% tax measure
- Westminster Mall Specific Plan finalized with other specific plans in progress
- Cohesive department head team working together
- Tet parade/Little Saigon has lots of potential for the city
- City has many older properties with good opportunities for new developments

## **CURRENT INTERNAL WEAKNESSES AND CHALLENGES OF THE CITY OF WESTMINSTER**

Brainstormed List of Perceptions from Participants

- Planning Department Policies, operation and staff skills set
- Code Enforcement operation
- Fiscally budget deficit
- A few members of councils are not willing to co-operate with city's visions
- Petty division and conflict on the city council. In behavior and action, the lack of decorum during the council meetings on and off the dais has created a bad image for the city and lack of efficiency in the council's work
- Extremely slow responses to business requests with permits, licenses, and inspections from City Hall. I have received numerous complaints about staff being slow to respond or not even responding at all to residents and business needs. This issue needs to be addressed and improved immediately
- The city must recruit experienced management-level employees who can help lead the city with economic and redevelopment issues/projects while providing a long-term, strategic vision for the city.
- No clear city plan (that I am aware of) that helps to promote and attract more economic activity in the city. I am referring to a strategic, multi-year plan that needs to be implemented by an experienced city staff member who is dedicated to the plan and has the long-term responsibility to do so.
- Lack of skills and effectiveness of city clerk
- Lack of communication from planning staff
- Lack of public safety personnel
- Revenue constraints
- Staff shortages throughout departments
- Lack of Experienced staff
- Silos within city departments and divisions result in poor customer service
- Hesitancy by city staff to make work related decisions (hesitancy stemming from years of poor management and lack of support for employees)
- Some employees are not performing their work duties due to lack of effective mid-level managers
- #1 challenge is the budget shortfall and the Council's inability and/or unwillingness to address measures to obtain funding (tax)
- Funding for projects and staffing
- Low staffing and difficulties attracting experienced potential employees
- Retention issues
- City Council infighting
- Budget constraints for services and improvements
- Lack of support for additional revenue sources to achieve balanced budget
- Difficult to hire and retain qualified employees
- Staffing levels
- Budget shortfalls
- Political hostility and polarization
- Lack of new tax generating business opportunities on the horizon (dispensary)
- Negativity of/between council has only gotten worse.
- Council approves ideas that cost the city money (gift cards, rebate) rather than generate revenue.
- Lack of a qualified candidacy pool on most if not all positions.
- Political instability

- Budget shortfall
- Not considering potential new revenue ideas
- Competitive salary to attract and retain quality employees
- Key positions not hired, such as CDD and IT Manager
- Staff development and training is needed, such as Adobe, report writing, meeting deadlines, etc.
- Sensitivity and Inclusivity training would be helpful.
- New Council members don't have an understanding of our city
- Council people worry about reversing previous year's agendas to satisfy ego instead of focusing on moving the city forward
- Certain Council members depend on outside people to direct them and write their scripts
- Too much outside influence on the Council with no contribution or understanding of their own
- Ongoing conflicts on the Council
- Certain citizens and groups are actively seeking to undermine, which increases conflicts on Council and distracts city staff from serious efforts to improve and bring the city together
- Need help to establish a quality long term economic development vision for the entire city
- Very limited financial resources
- City reputation limits recruitment efforts

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF WESTMINSTER IN THE COMING YEAR**

Brainstormed List of Perceptions from Participants

- Westminster Mall Specific Plan and its progress toward the development
- Greater community engagement thru Tet Parade
- Better leaderships team
- The end of COVID emergency measures will help the city get back to normal with regular hours for the employees. Economic activities in the city should increase when all COVID restrictions are expected to be lifted nationwide.
- Continuing increase in visitors to Westminster's Little Saigon from other parts of the world and neighboring states will further cement this city as a destination to visit, which helps with the city's economic and cultural activities.
- The continuing expansion, or hopefully, completion of the 405 Freeway by CalTrans will help Westminster with reducing traffic congestion and pollution, as this interstate freeway runs right through the length of the city.
- I hope that a closer working relationship among elected representatives from the city with other elected officials, who also represent Westminster at their level, will better coordinate and help Westminster with its issues.
- Different option for clean energy
- Capitalizing on our resources
- Incentivize more businesses
- Draw investors
- Mentorship program
- Public trust in staff leadership team
- Public support for public safety
- Continuation of local sales tax
- Implementation of approved ARPA funding
- Infusion of funds from renewed local tax measure
- Implementation of competitive employee compensation will result in retaining and attracting valuable staff
- If Council finds a solution to the historic budget shortfalls the City has experienced, due low tax revenues and 'cash' businesses throughout the City.
- Council not arguing during the meetings and ending them at a reasonable time will have a very positive impact.
- All the ARPA projects that we are finally able to move on.
- Next Tet Parade will even be better!
- The biggest potential positive impact the City can make is solving the budget issues, such as letting voters decide if our City should receive the .5% tax, before the County takes it and we lose it....
- APRA funding projects underway

- New developments in the city
- Strong community support shown by approval of tax measure
- Flexibility in workplaces
- Emphasis on transparency
- Embracing technological advances
- Developing specific plans to improve Westminster
- Public improvement projects
- Positive public engagement in city's events
- Ability to host more city events for our residents
- Approval of Tax Measure will help City with economic stability.
- CSR (Community Services Recreation) Programs are well received and there is increased participation by community.
- TET Parade success was great collaboration among all departments and Council.
- Westminster Mall development could have positive impact if handled properly
- We should have our own YouTube channel to put out news from our city because fake news is affecting our Council as well as our citizens

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF WESTMINSTER IN THE COMING YEAR**

Brainstormed Perceptions from Participants

- Homelessness issues
- Weakness in Economic Development & Expansion
- Lack of continuous community Outreach
- Slow or non-responsive from planning department
- External factors such as inflation, increase cost of living, and lack of affordable housing will continue to cause challenges to the city and its residents. However, these issues are beyond the city's control, and more the reason why we need to have closer working relationship with county, state, and federal officials who also represent Westminster. They can help us with their own resources.
- More laws and restrictions at the state and federal levels imposing on local governments
- Continuing attempts to disrupt and belittle various members of the city council by political opponents, especially at our regular council meetings. There is clear coordination among these people and they bring NOTHING positive to the discussion, other than to politically pollute the forum and create a highly charged and negative atmosphere in the city.
- No economic plan for water
- No economic plan for energy
- No economic plan for food supplies
- No trade school
- Public's lack of trust in city council
- Economic recession
- City Council infighting
- Lack of professionalism by council (personal attacks against each other) result in the council not conducting city business in an effective manner
- Additional taxation of our residents by other regional agencies will result in loss of local control over local tax dollars
- Continued loss of valuable employees due to compensation and benefits (4/10 work schedule, work from home options, etc.)
- Budget/lack of funding: Westminster's very low taxes and having a lot of 'cash' businesses.
- Council is giving the City a negative reputation with the public.
- Council bickering & infighting prolongs Council meetings and exhausts staff who are stuck there listening to it. This scares away potential Dept. Head candidates, etc. (no one wants to sit through this every other week).
- Council should stop looking to blame past council members for the lack of political leadership & focus on moving us forward (let's make it better & solve issues!)

- Possible recession in 2023
- Rising inflation and cost of doing business
- Continued homeless issues
- Businesses closing and leaving Westminster
- Political divisiveness
- Homelessness/Crime levels
- Inflation and supply chain disruption
- Mandates from the state
- Labor shortages
- Recession
- Inflation
- Current political environment negatively impacts city employees
- Homelessness issues
- Insufficient funding for public improvements and maintenance
- Cost of living increases impacts employee job satisfaction and retention
- Political arguments at dais effect everyone.
- Concerns about political instability.
- Westminster Mall development could have negative impact if handled improperly
- Potential recession or downturn nationwide with impacts on sales and other tax revenue
- Difficulties in hiring police officers increases costs and risks
- National economy / recession
- Too much negative political influence by outsiders who want to take control of our city for their own financial gain
- Fake news and its negative effects on citizens, creating confusion and animosity toward our Council and making our Council less effective
- Political groups wanting to take over Westminster by placing their friends in the most important seats such as Economic Development Manager and City Manager
- Developers and businesses not wanting to do business with our city

# **STRATEGIC PLAN ELEMENTS**

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## **“SWOT” ANALYSIS**

Assess the organization's:

- Internal **S**trengths      - Internal **W**eaknesses
- External **O**pportunities      - External **T**hreats

## **MISSION/PURPOSE STATEMENT**

States WHY the organization exists and WHOM it serves

## **VISION STATEMENT**

A vivid, descriptive image of the future—what the organization will BECOME

## **CORE VALUES**

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

## **THREE YEAR GOALS**

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

## **KEY PERFORMANCE MEASURES**

What success will look like upon achievement of the goal

## **SIX MONTH STRATEGIC OBJECTIVES**

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

## **FOLLOW-UP PROCESS**

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months